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ABSTRACT

This kit is based on a review of the organization charts of 71 member libraries of the Association of Research Libraries (ARL) gathered in January 1991, compared with an earlier SPEC Kit published in 1986, and contains charts of 29 of the libraries. A summary of the chart analyses presents information about the titles of library directors, reporting lines of library directors, the span of control of library directors, assistant/associate directors, committees on organization charts, systems and automation, preservation and conservation, public relations/public affairs, development, planning, and microcomputers. There appear to be few significant changes in library organizational structures since the 1986 survey. Almost all of the charts indicate that libraries continue to organize around traditional functions, although some of them have been renamed (which is often the result of automation of the work involved). Committees appear on the charts somewhat more frequently as a part of the formal organizational structure than they did in the previous survey, and it is noted that parallel structures, like committees, have served in other fields as transitions to more participative structures, like teams or self-managing work groups. The appearance of microcomputers in the current charts portends even more importance of this vital area of growth. (MAB)

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Kit 170

Organization Charts in ARL Libraries
January 1991

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SYSTEMS AND PROCEDURES EXCHANGE CENTER

Flyer 170

Organization Charts in ARL Libraries

January 1991

INTRODUCTION

Responding to the requirements of the information age, some research library organizations moved during the 1980s from an archival model to an access model. Internally, library organizations, traditionally departmentalized by function, continued to experiment with a matrix organizational structure. There was also more evidence of vertical integration, organizing traditional functions sectored by subject areas, much as businesses organize around product lines. Externally, the library's reporting relationship on campus were reviewed along with that of the campus computing center and other information services, resulting, in some cases, in creation of new reporting arrangements within the overall campus administration (i.e., Vice Chancellor for Information Technology) or consolidation of reporting relationships with campus computing operations reporting to the director of libraries.

In order to measure the extent of these changes in research library organizations since publication of SPEC Kit #129, *Organization Charts* (Nov./Dec. 1986), The Association of Research Libraries Office of Management Services, in the fall of 1990, requested current organization charts of ARL libraries showing both internal library organization and the reporting lines of libraries within the overall structure of the campus. The objective of this call for documentation was to establish the baseline for ARL library organizational structures for the 1990s; another update is planned for 1995.

SURVEY RESULTS

This gathering of library and university organization charts resulted in 81 responses, eight of which were non-academic libraries and two of which did not send a chart. Thus, there were 71 academic organization charts to analyze. The charts themselves presented a wide variance in depth from listing only large divisions to showing every person (librarian and support) on the staff.

Titles of Library Directors: Of the 71 libraries reporting, 20% or 14 libraries offered a chart that had the word "dean" in the library director's title. Among the titles were Dean; Dean and Director; Dean of Libraries and Media Services; and Dean, University Libraries and Library Science. By far, the familiar "Director" is still the most prevalent title (48% or 34 of those reporting). Second place goes to "University Librarian" (28% or 20). The other titles reported were: Librarian; Vice Provost and Director of Libraries; and Chief Librarian.

Reporting Lines of Library Directors: In looking at reporting lines within the institutions, 81% or 35 libraries reported through academic affairs lines (these positions have varying titles all with academic affairs as the principal idea). Other reporting lines were through: President (as chief administration of the campus; not as the principal person in a system); Vice President, Student and Academic Services (three libraries, all Canadian); Vice President for Information Systems (two libraries); Provost; Associate Vice President, University Services; and Vice President for Graduate Studies, Research, and Information Systems. Within these, one library director reports directly to the University President for only that portion of the position that is responsible for university press operations. It is interesting to note that only one library of those reporting reports directly to the president of the institution. By far the most libraries report one step away (as above, through academic affairs) from the head of the institution (88% or 37). Four of those reporting (4) report two steps away.

Span of Control of Library Directors: There appears to be little change from the 1986 SPEC Kit in the span of control of library directors:

Span of control	Number of libraries	Percent of total	
2	3	4%	
3	4	6%	
4	10	14%	)
5	10	14%	)
6	9	13%	) 72%
7	10	14%	)
8	12	17%	)
9	3	4%	
10	4	6%	
11	2	3%	
12	3	4%	
15	1	2%	

Assistant/Associate Directors: It is interesting to note the numbers of assistant and associate directors in ARL libraries.

Number of Assistant/ Associate Directors	Number of Libraries
1	7
2	7
3	20
4	15
5	9
6	3
8	1

In many institutions there are "director" titles used at the assistant/associate level; this is particularly true where assistants and associates are at the same level as heads of large branch or professional libraries. By far almost all of the titles for assistants and associates are traditional, i.e., technical services, public (or access) services, collection development, administrative services, systems, and automation. There are, however, a few new titles appearing such as: media systems, instructional and research services; information systems and technology; information technology; collection management and consortial services; collection interpretation; and planning implementation.

Committees on Organization Charts: Many of the charts indicate committees as a part of the organization. Two libraries have visiting or advisory committees at the trustee and regental level. Nineteen show the faculty library committee on their chart, and 15 show the library management group as a part of the structure. Three list the librarians association as a part of the organization. Three have Friends groups that show on their charts. One institution has nine management and advisory groups. There are several one-of-a-kind groups listed: Design Group, Staff Advisory Group, and Civil Service Executive Board.

Systems and Automation: Systems and automation operations are present in virtually every library. (This area did not appear on a few organization charts because the charts did not go deep enough into the organization.) Over half the reporting institutions use a simple "systems" to designate this area of responsibility. Others range from Director of Library Automation, to Library Technology Services and Director for Library Systems, to Information Technology Services. In many cases, systems are separated from technical services indicating a widening definition of systems.

These offices report at various levels in the libraries:

Head Librarian	34
Assistant Head/Technical Services	18
Associate Head	6
Assistant Head/Administrative Services	5
Director/Information Systems and Technology	1
Assistant Head/Public Services	1

Preservation and Conservation: Preservation and conservation appear on 35 of 71 charts (49%). In the 1986 survey this number was already at 45%. Almost all of the libraries reporting this activity simply refer to it as "preservation." Some use conservator or conservation department, some use preservation librarian, and some combine the two--conservation and preservation department.

Public Relations/Public Affairs: Public relations-type positions were cited in 10 libraries, and these tended to be more creative in their manufacture. Some of them were: Special Events and Affairs, External Relations, Diversity/Special Services (the only use of diversity in this selection); Community Services; Communications and Special Projects; Director of Community Relations; and Communications and Special Projects. These positions generally report to the director of the library.

Development: Development positions are beginning to appear more regularly on the charts. There were 18 of these using such titles as: Development Officer (12); Director for Development (2); Grants and Development; Promotion and Development; and Development Manager. Five positions combine development and planning such as Development and Public Affairs or Development and Planning. It is not clear from a bare organization chart exactly how far any of these five jobs extend into either development or planning.

Planning: Planning appears as a separate responsibility in 12 library charts. Among the titles are: Facilities Planning; Planning and Space Management; Space Planning; Facilities Development; and Administration and Planning.

Microcomputers: Microcomputers are taking on an importance that is beginning to give them prominence in their own right. This area of responsibility did not appear in the 1986 charts. Eight of the current charts reveal coordinators, units, specialists., or support units. It is safe to assume that this number would be much larger were all of the charts drawn to the same depth into the organization.

ISSUES AND TRENDS

There appear to be few significant changes in library organizational structures trends since the 1986 survey. Almost all of the charts indicate that libraries continue to organize around traditional functions, although some of them have been renamed. The renaming is often the result of automation of the work involved. Committees appear on the charts somewhat more frequently as a part of the formal organizational structure than they did in the previous survey. Parallel structures, like committees, have served in other fields as transitions to flatter, more participative structures, like teams or self-managing work groups. The appearance of microcomputers in the current charts portends even more importance of this vital area of growth.

Given the complex nature and size of academic libraries, it would behoove the managers to define their operations as closely as possible.

This kit and flyer was compiled by Jay Martin Poole, Assistant Director of Collection and Bibliographic Services, Texas A&M University and edited by C. Brigid Welch, ARL/OMS. This kit was prepared as part of the OMS Collaborative Research/Writing Program.

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Kit 170

Organization Charts in ARL Libraries

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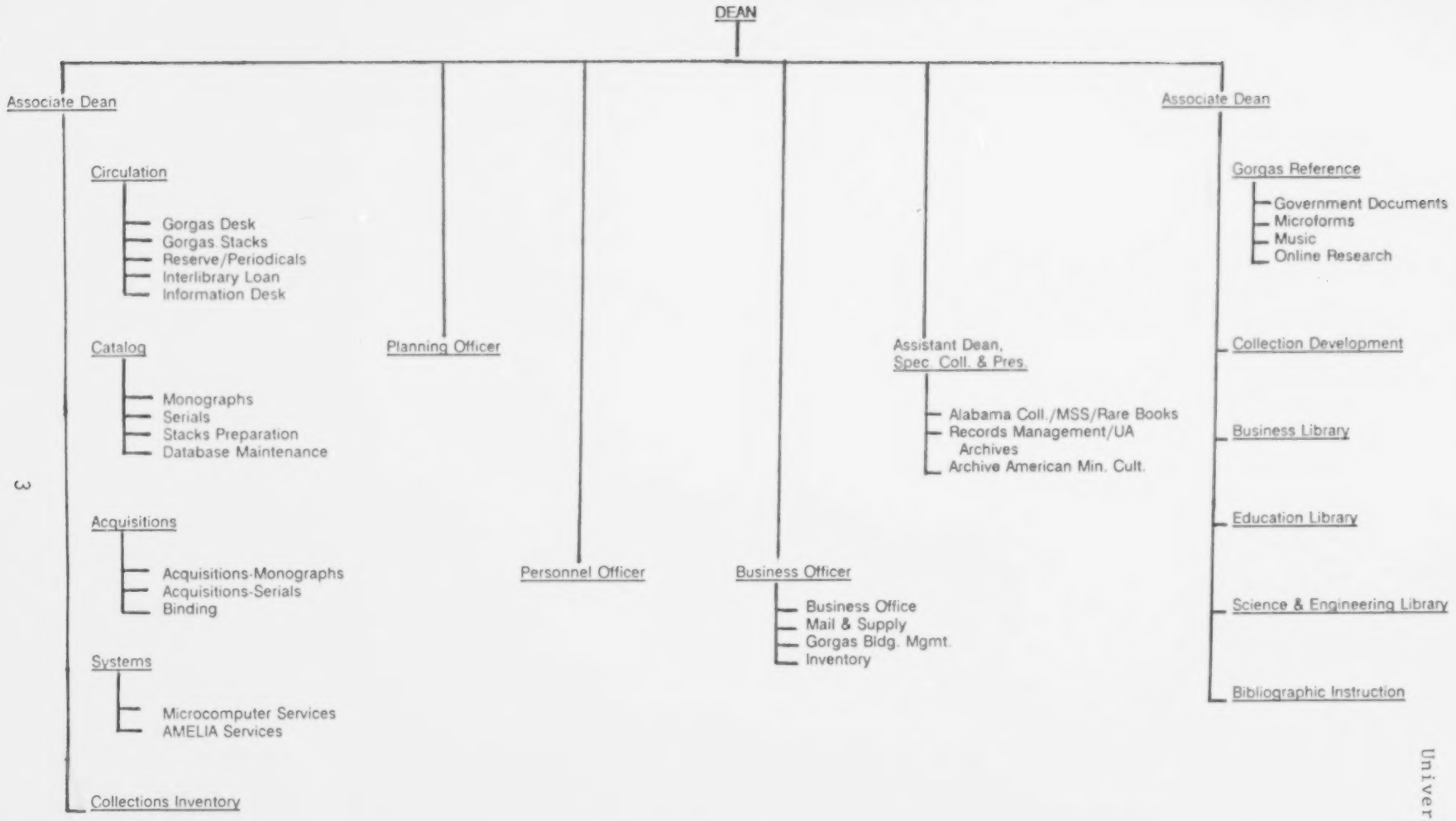
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The University of Alabama

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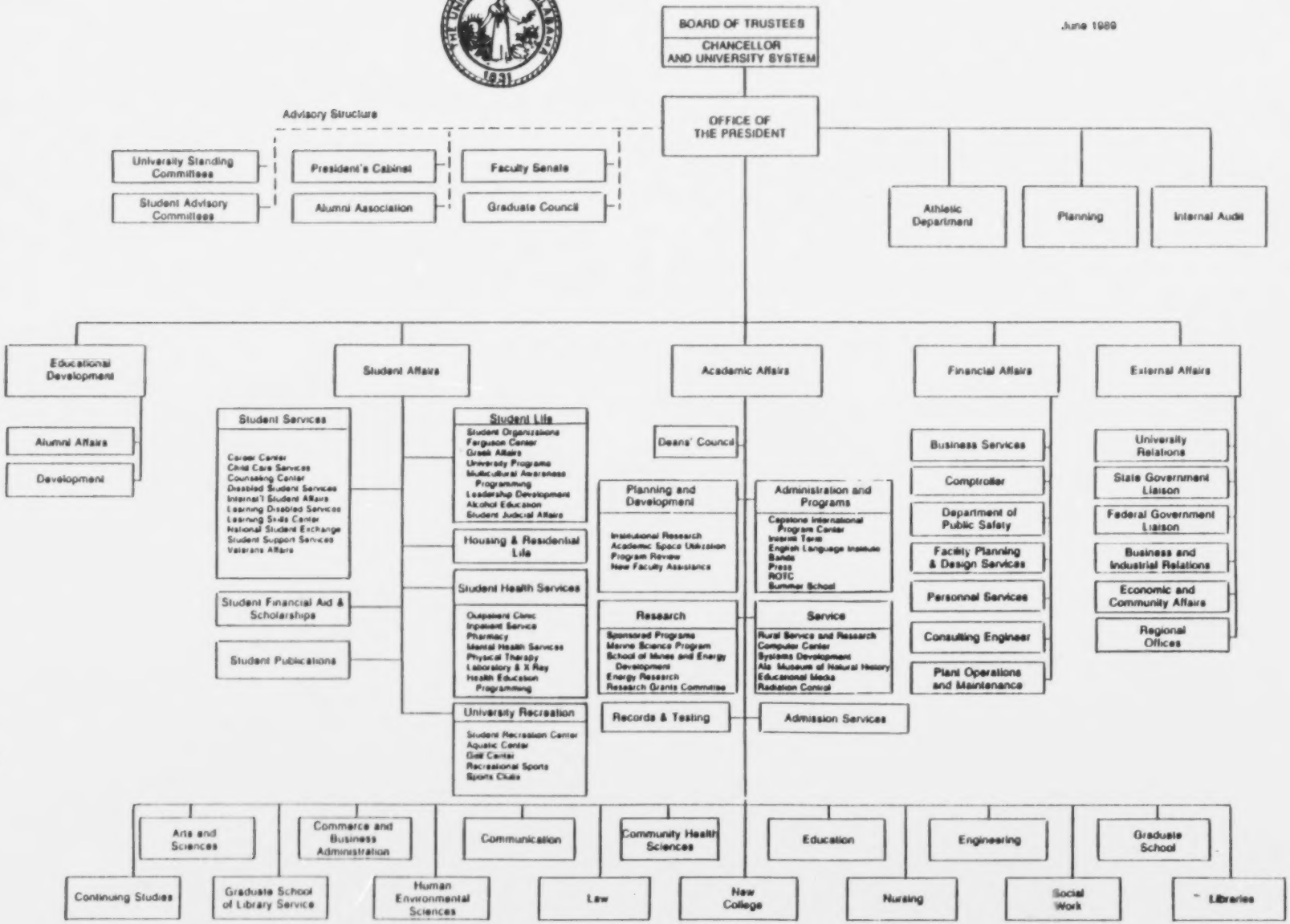

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University of Alberta Library: Organizational Matrix

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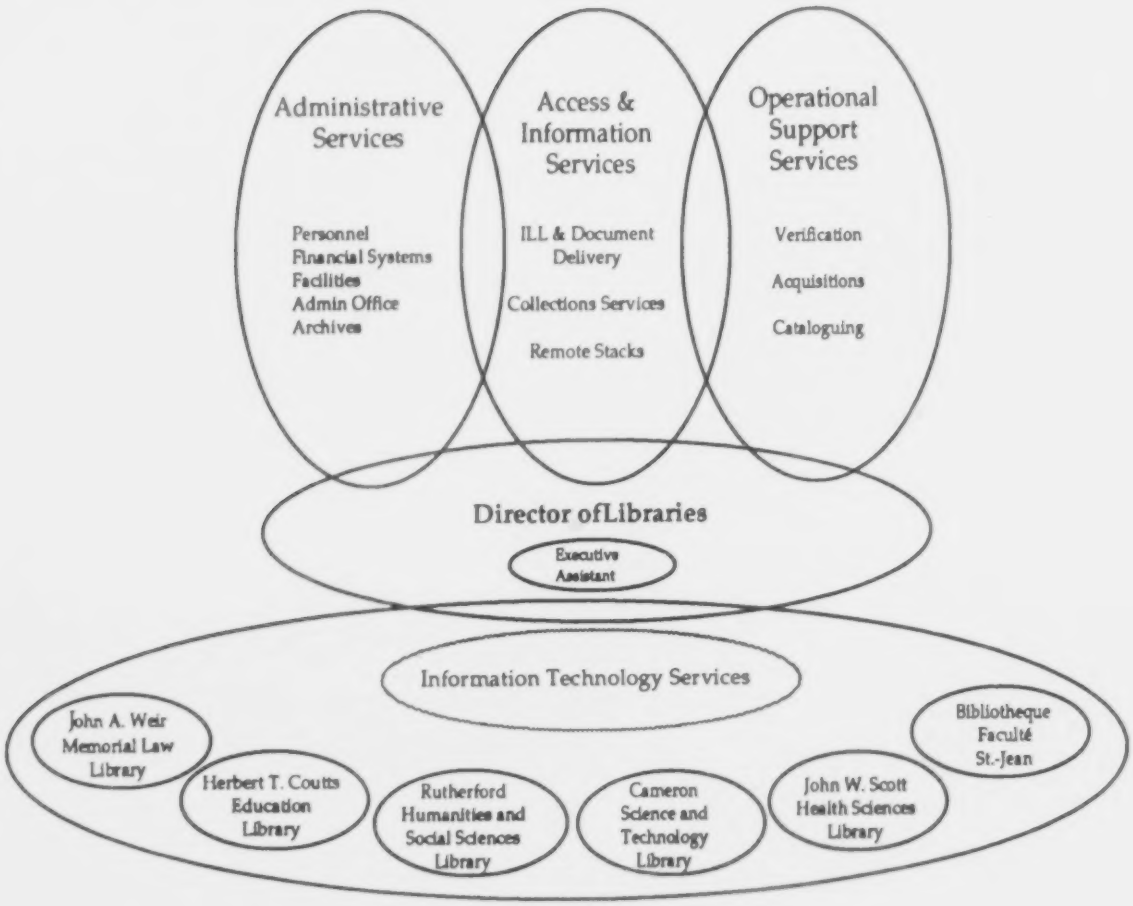

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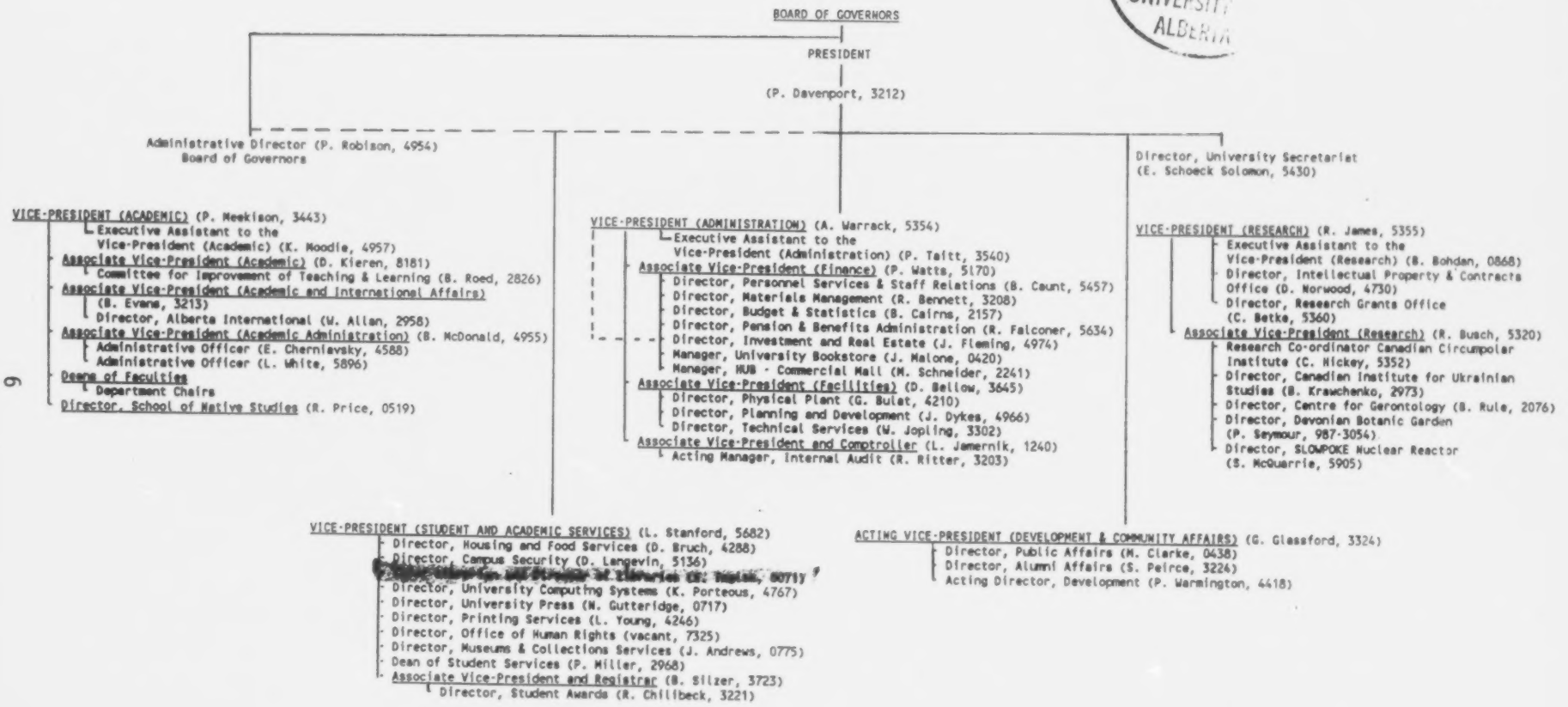
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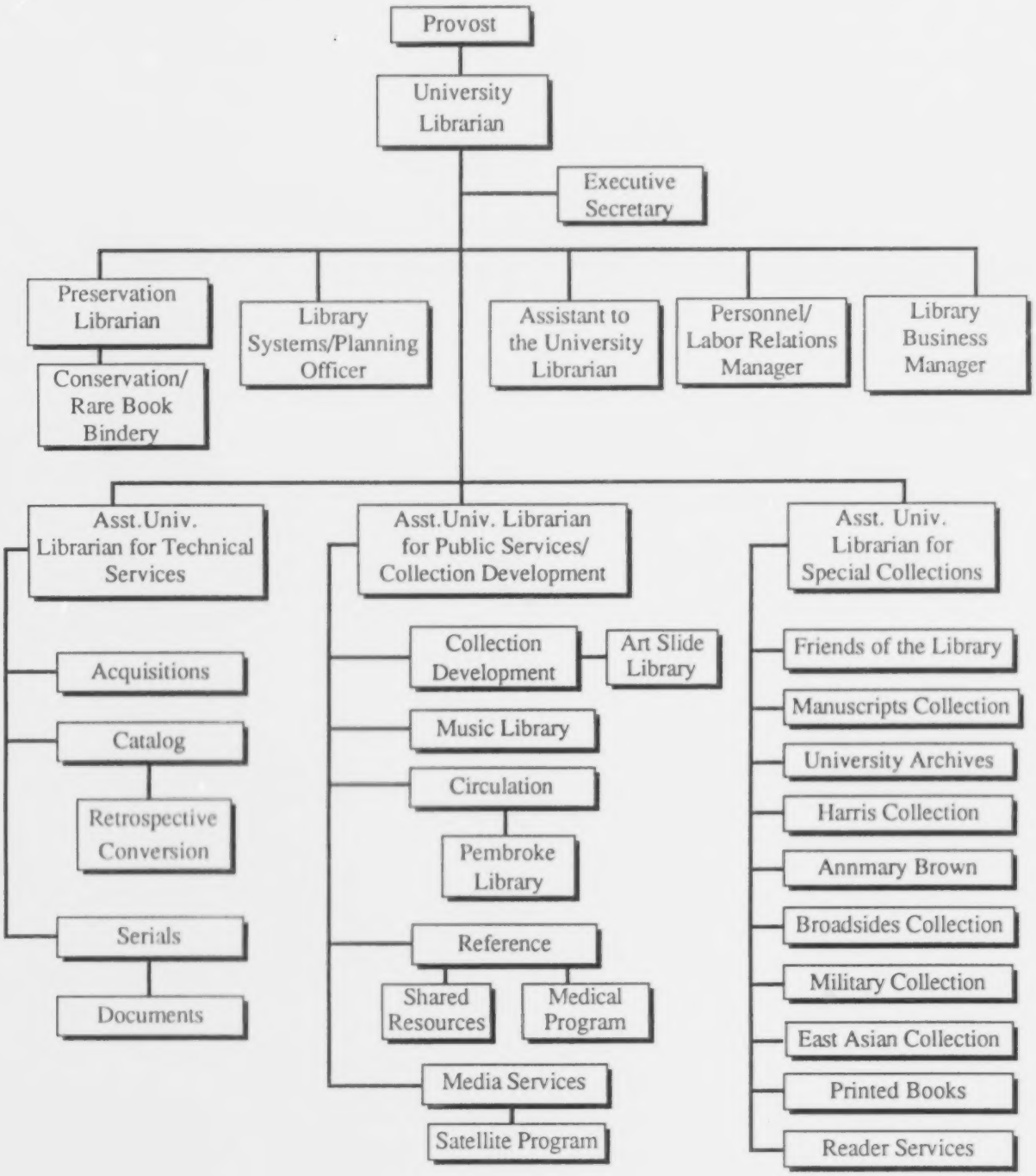

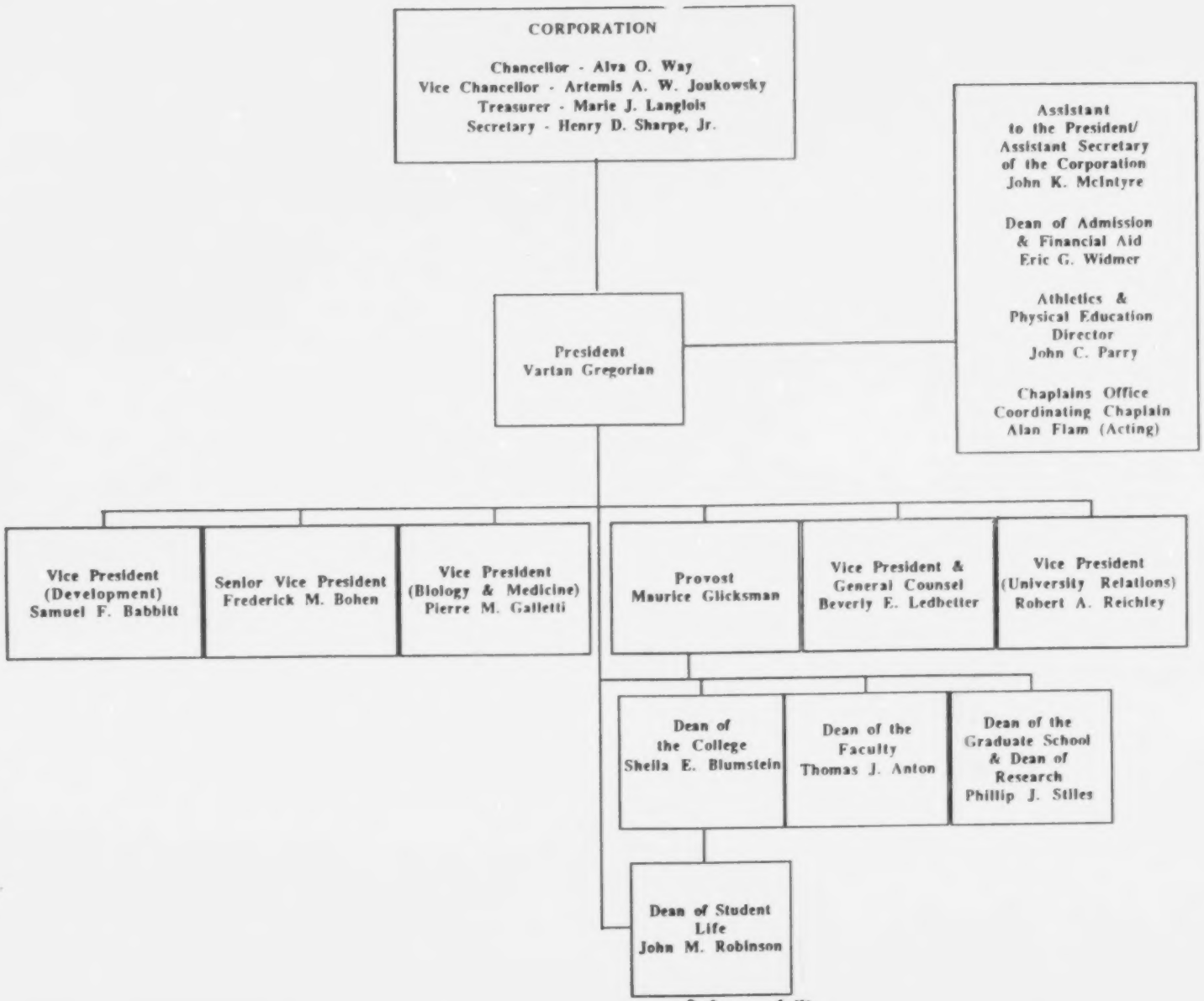
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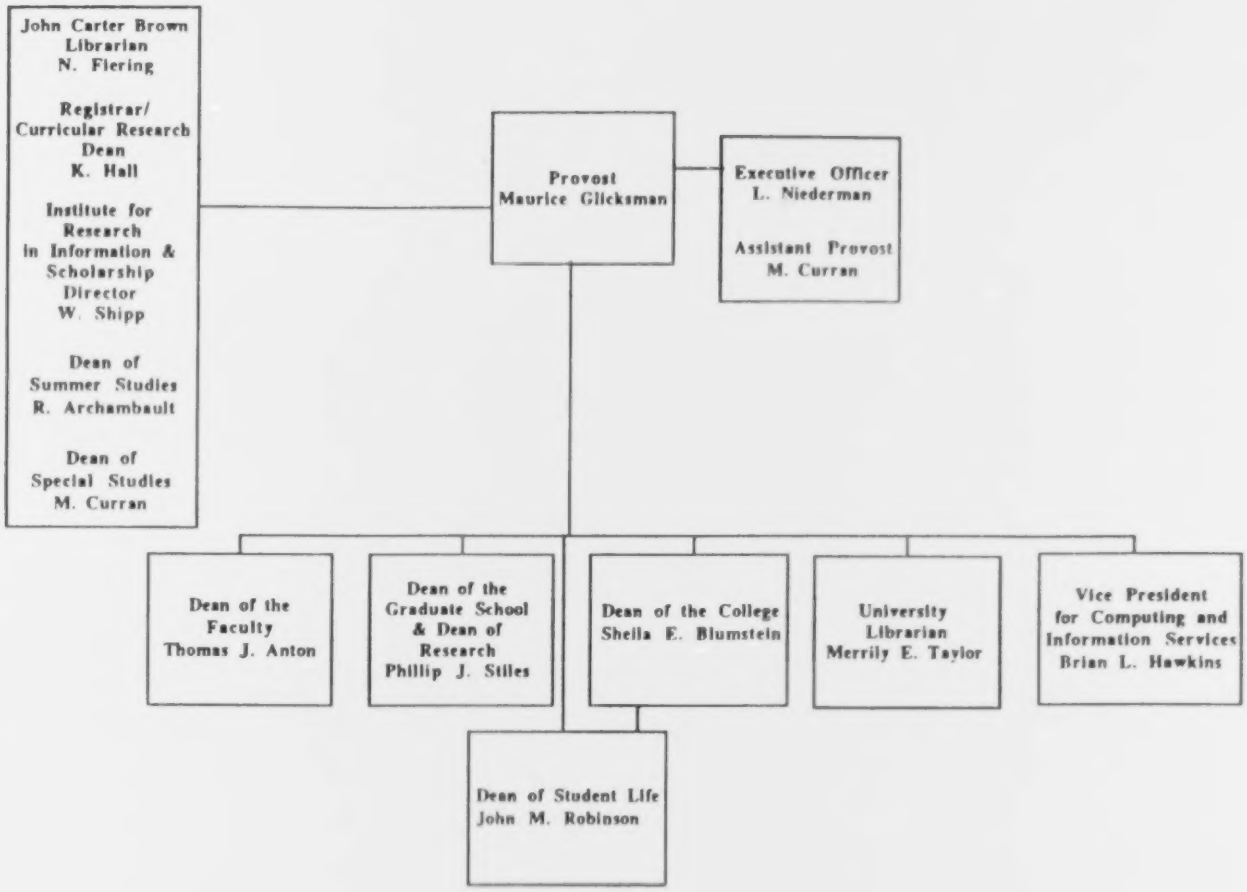
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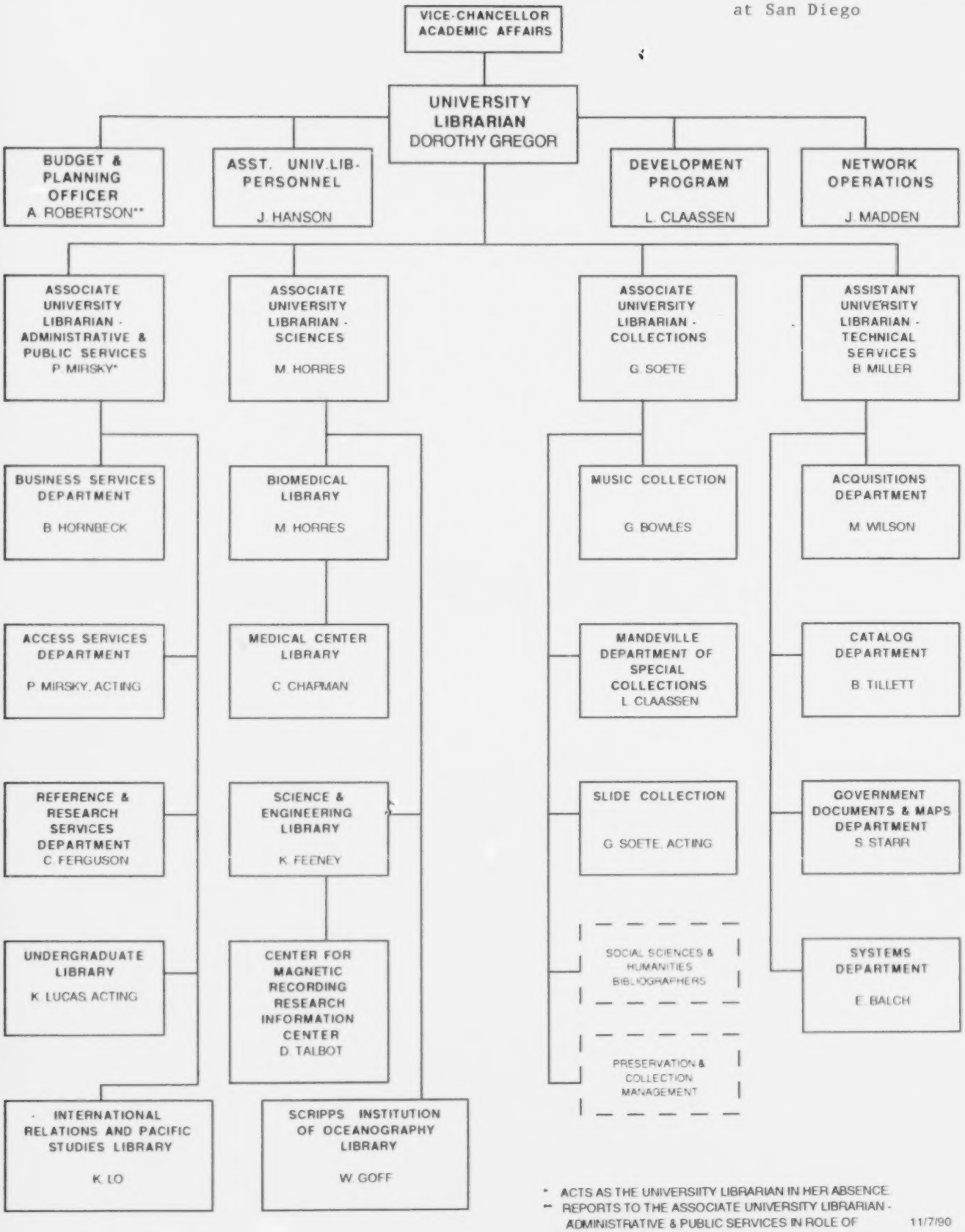
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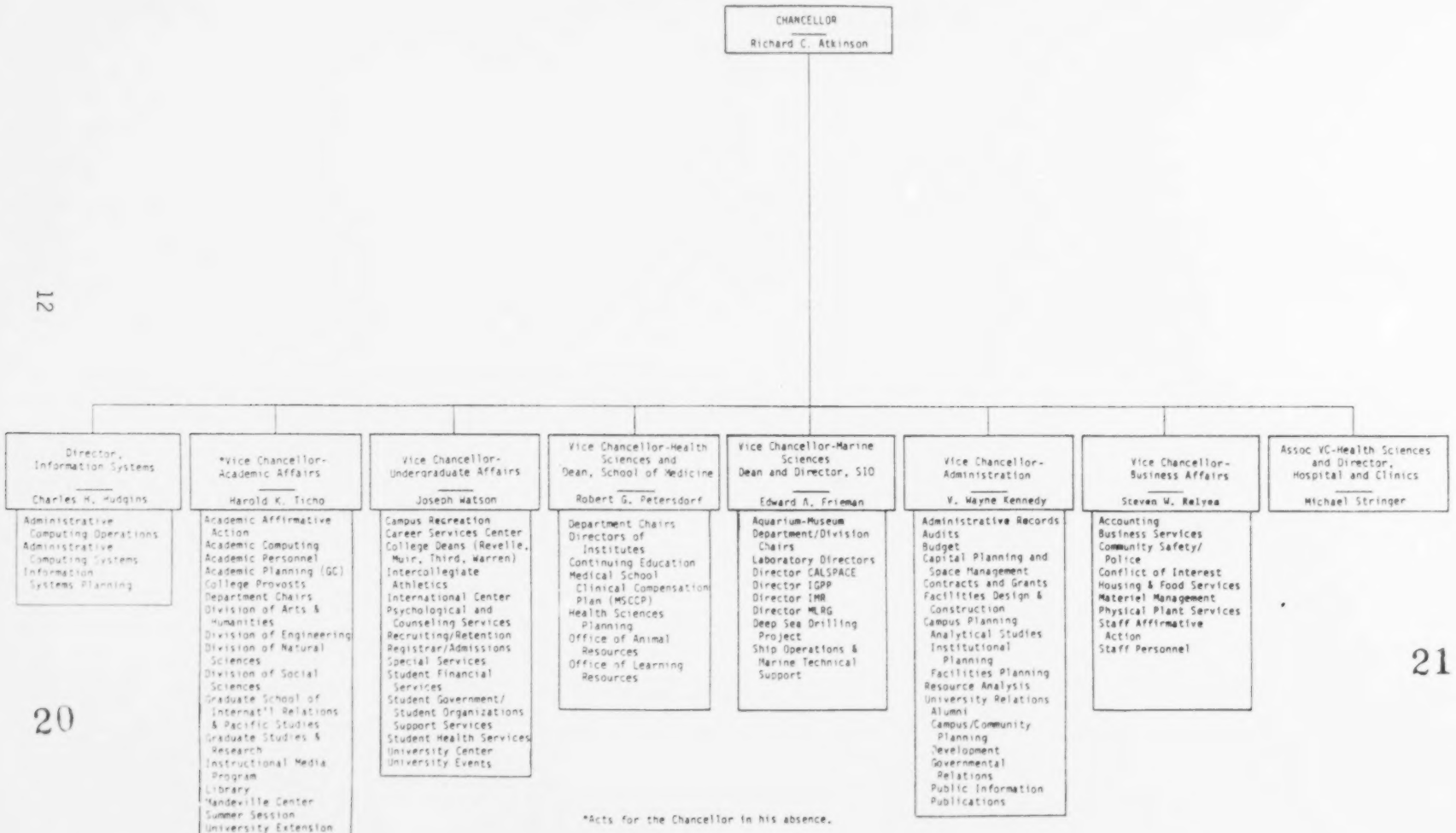

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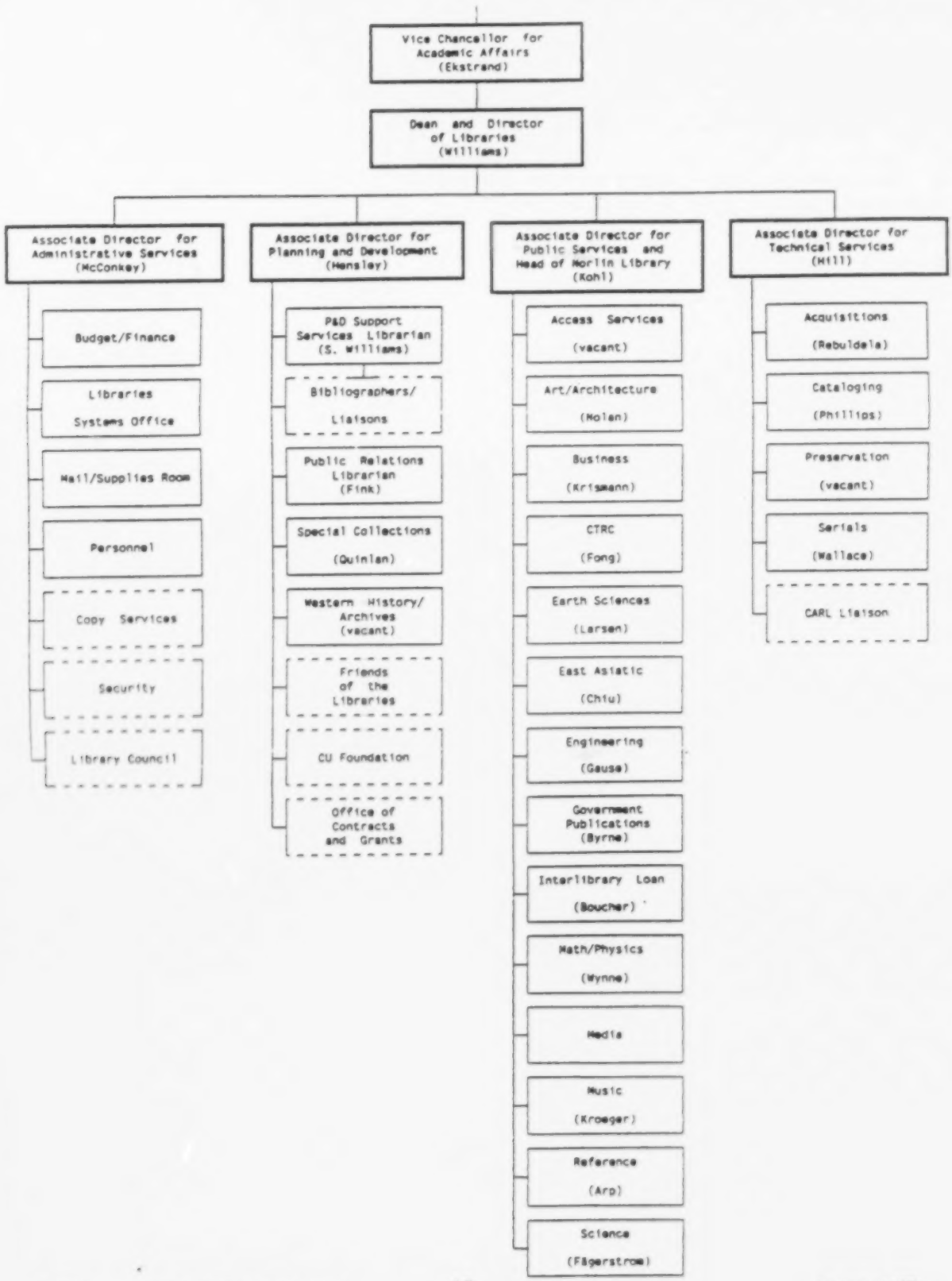

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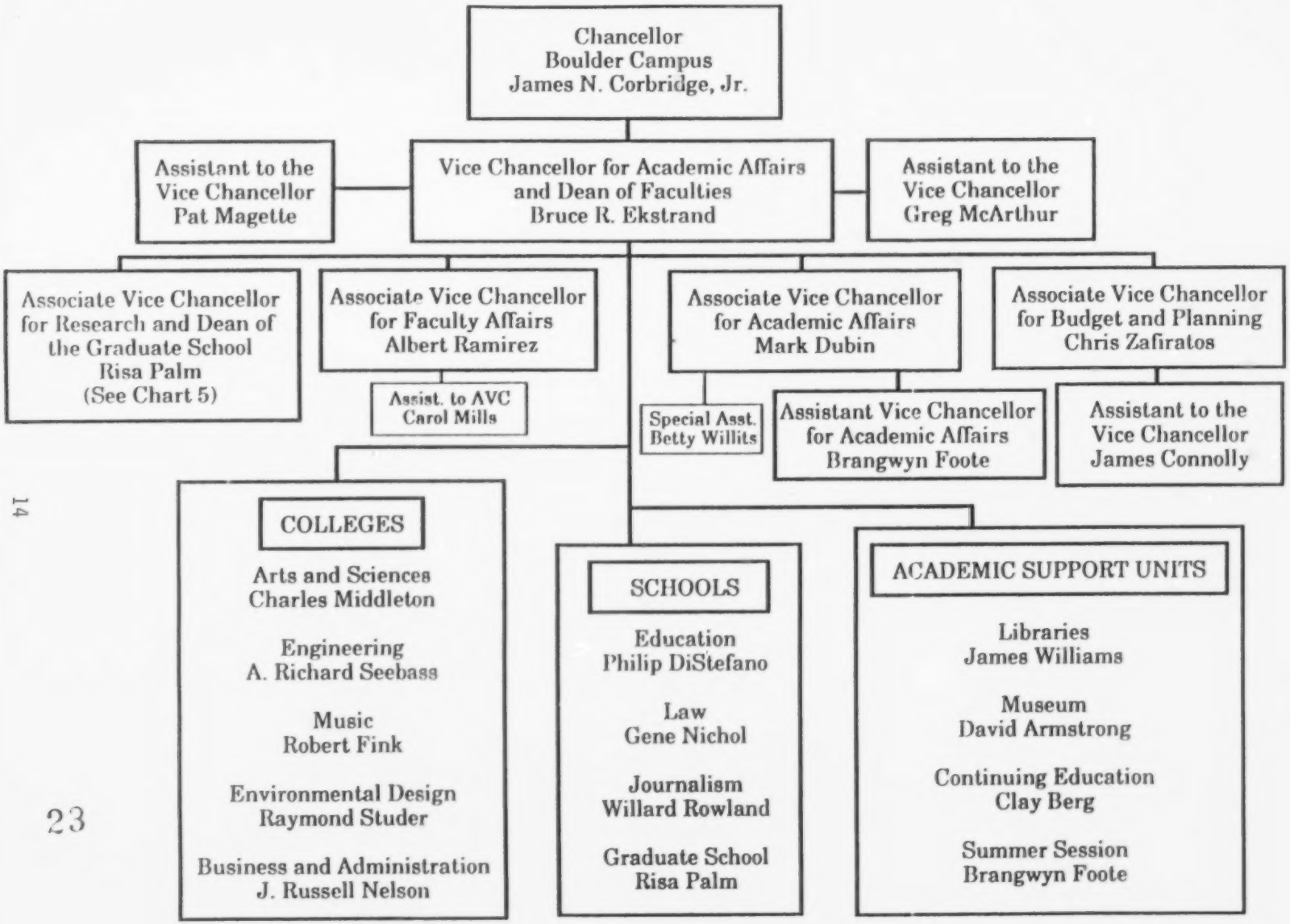

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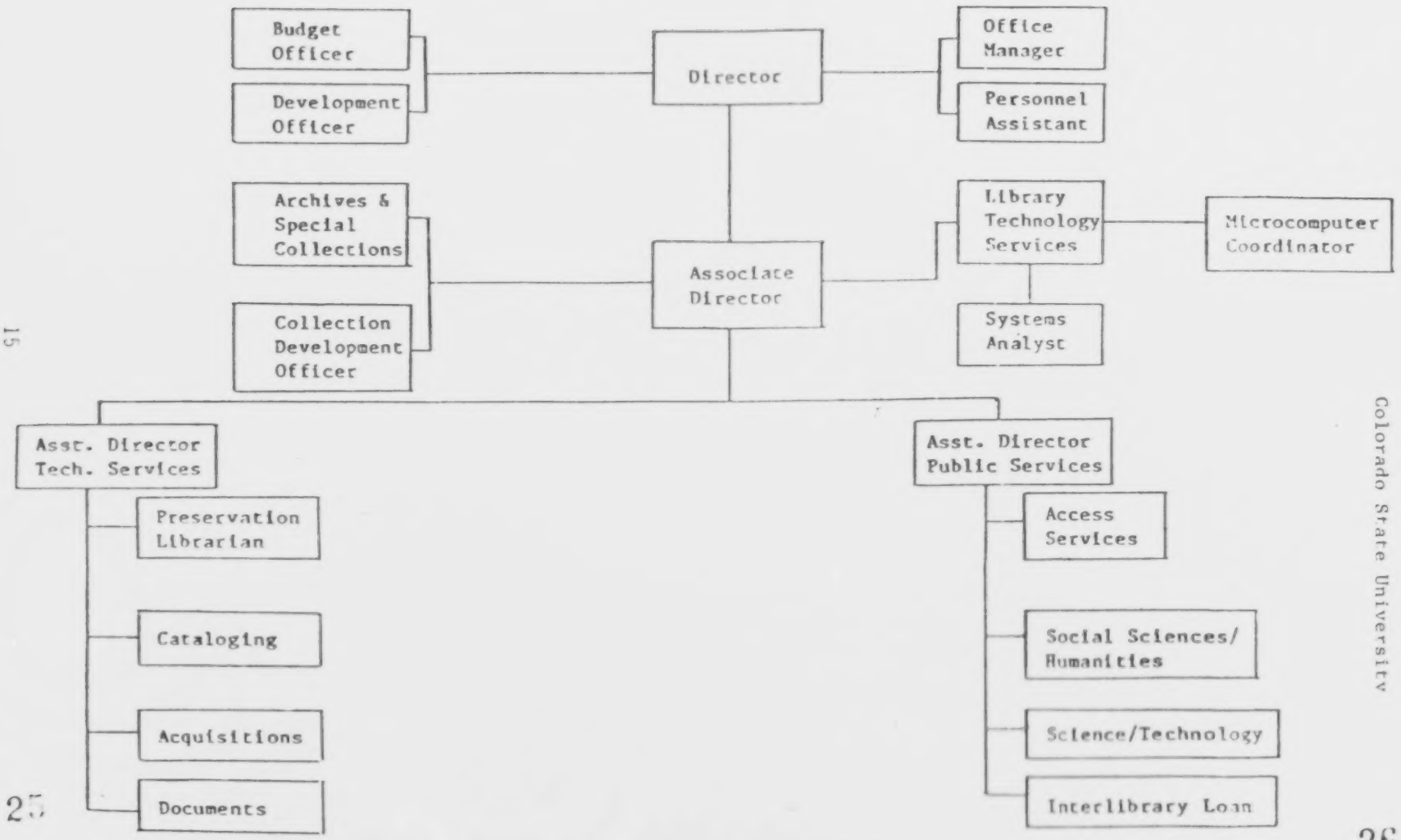

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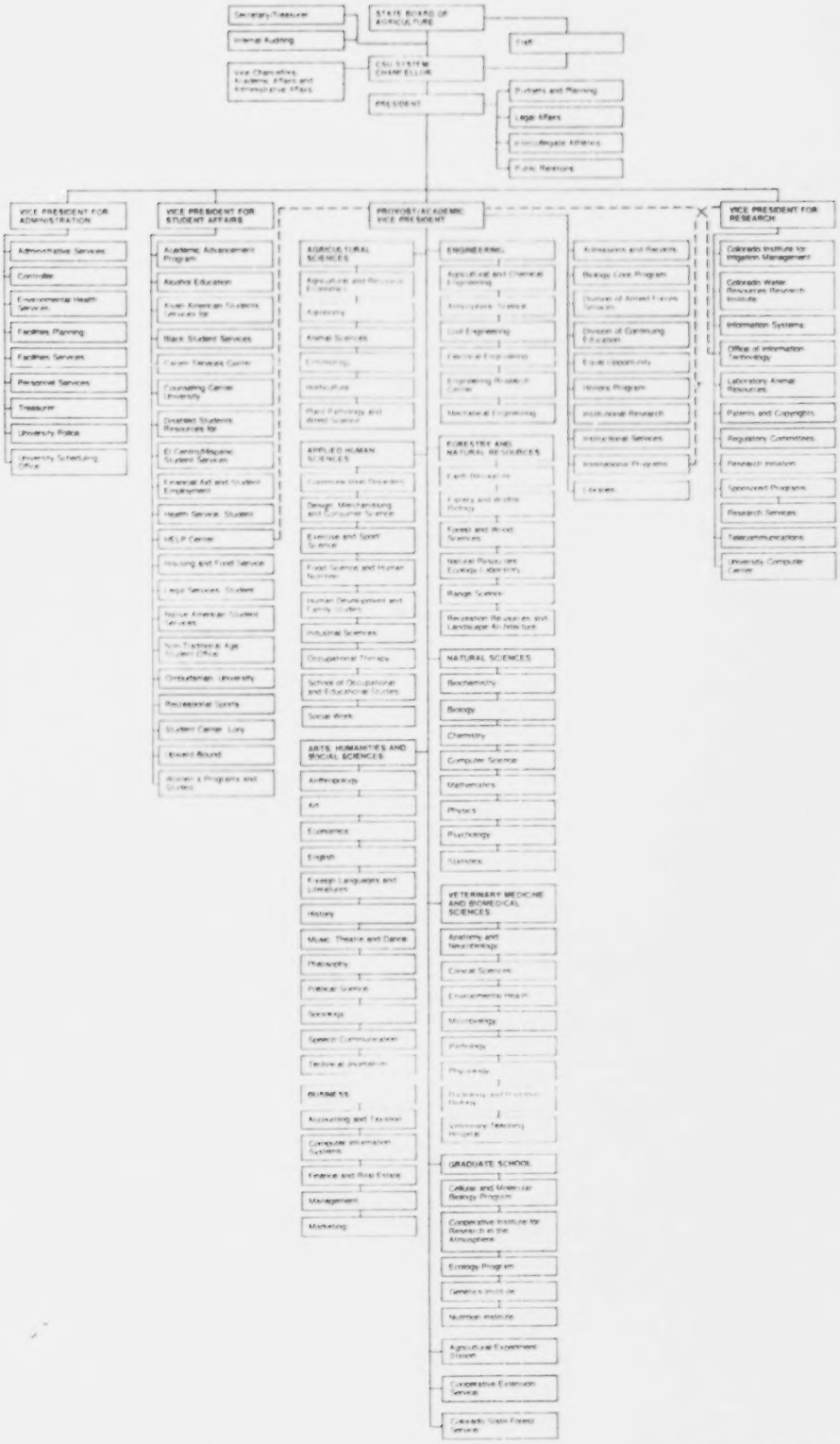

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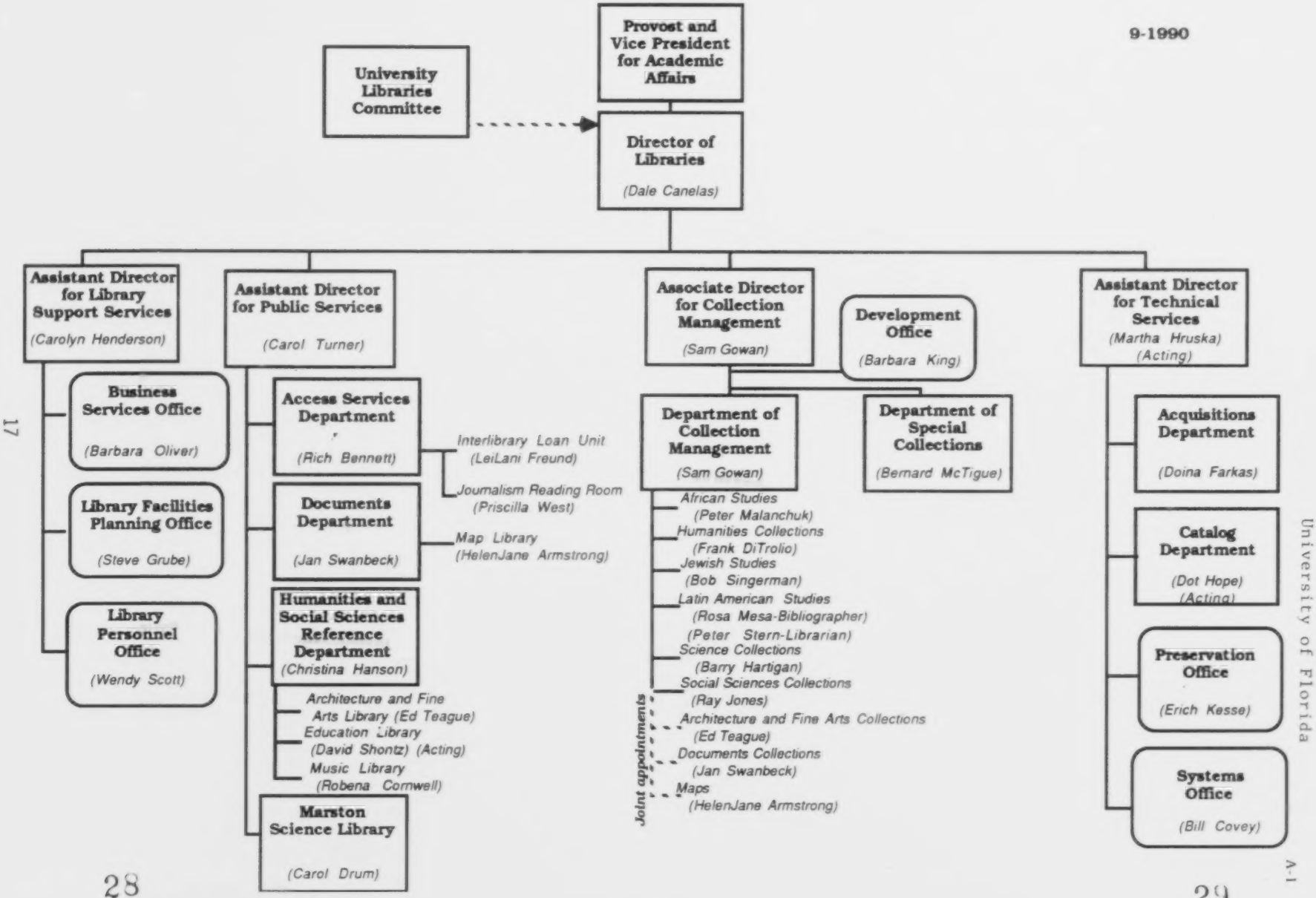
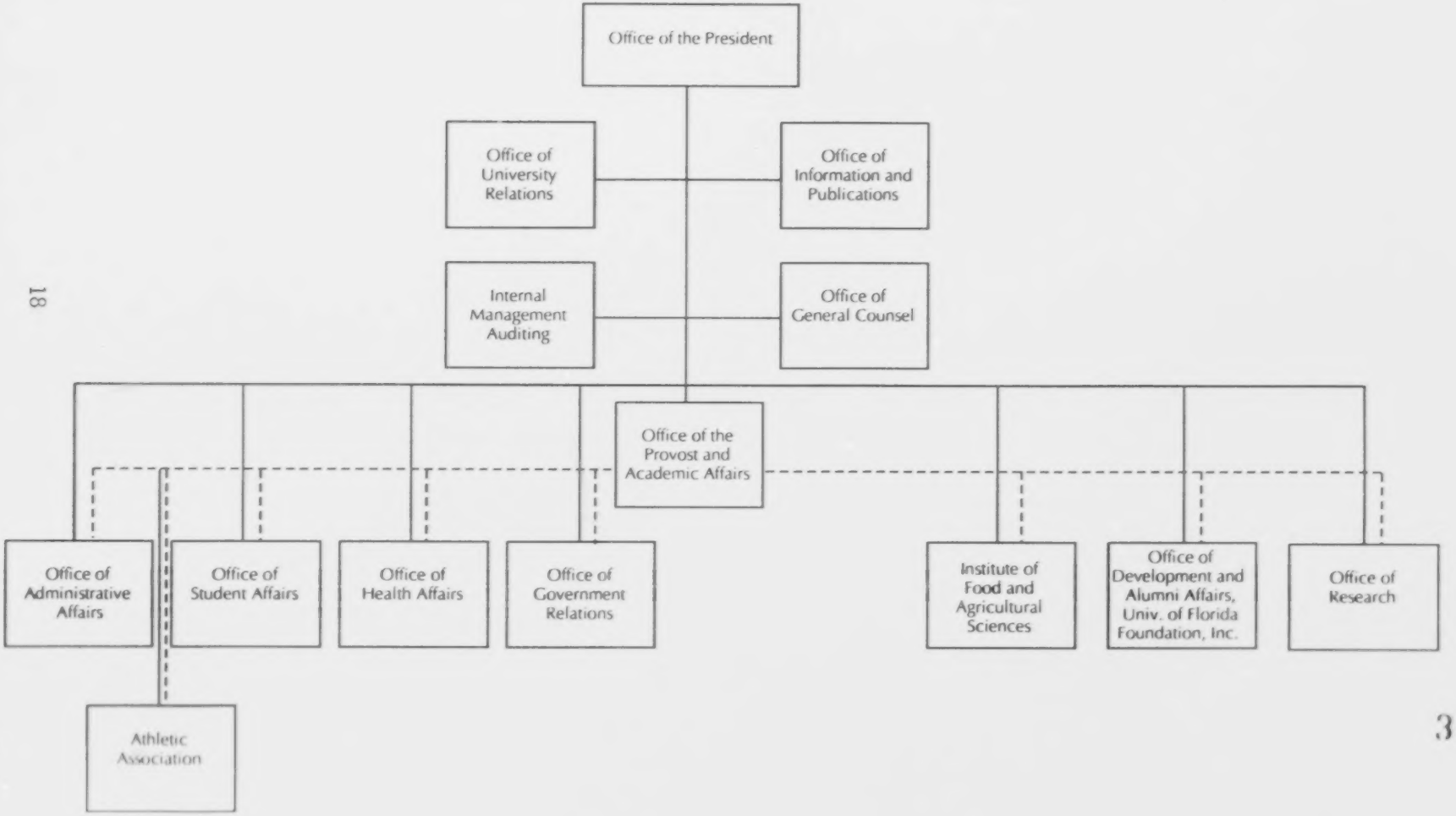
THE UNIVERSITY OF FLORIDA LIBRARIES

9-1990

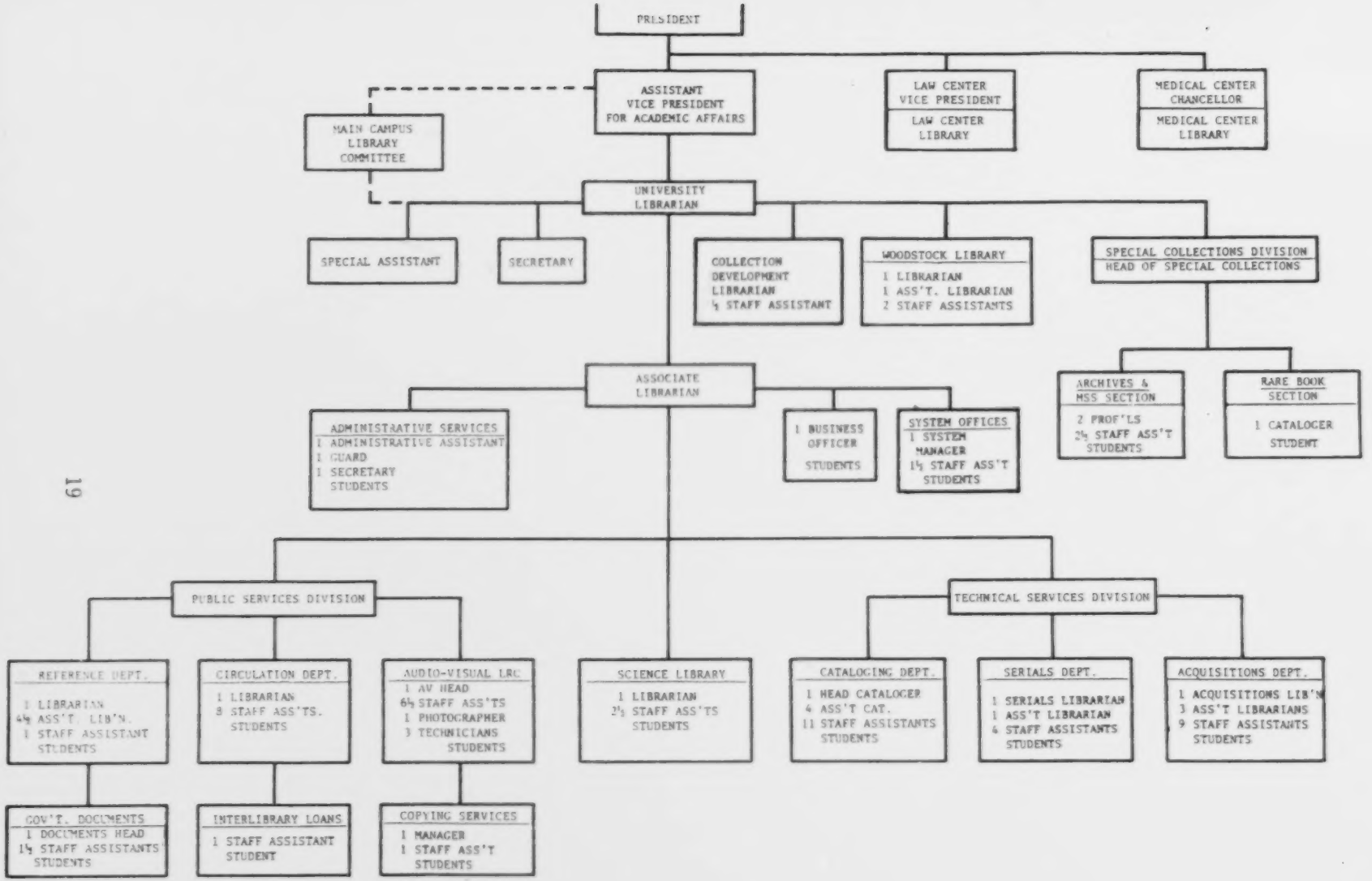


UNIVERSITY OF FLORIDA

UNIT ORGANIZATION CHART


Office of the President
Office of University Relations
Office of Information and Publications
Internal Management Auditing
Office of General Counsel
Office of the Provost and Academic Affairs
Office of Administrative Affairs
Office of Student Affairs
Office of Health Affairs
Office of Government Relations
Institute of Food and Agricultural Sciences
Office of Development and Alumni Affairs, Univ. of Florida Foundation, Inc.
Office of Research
Athletic Association

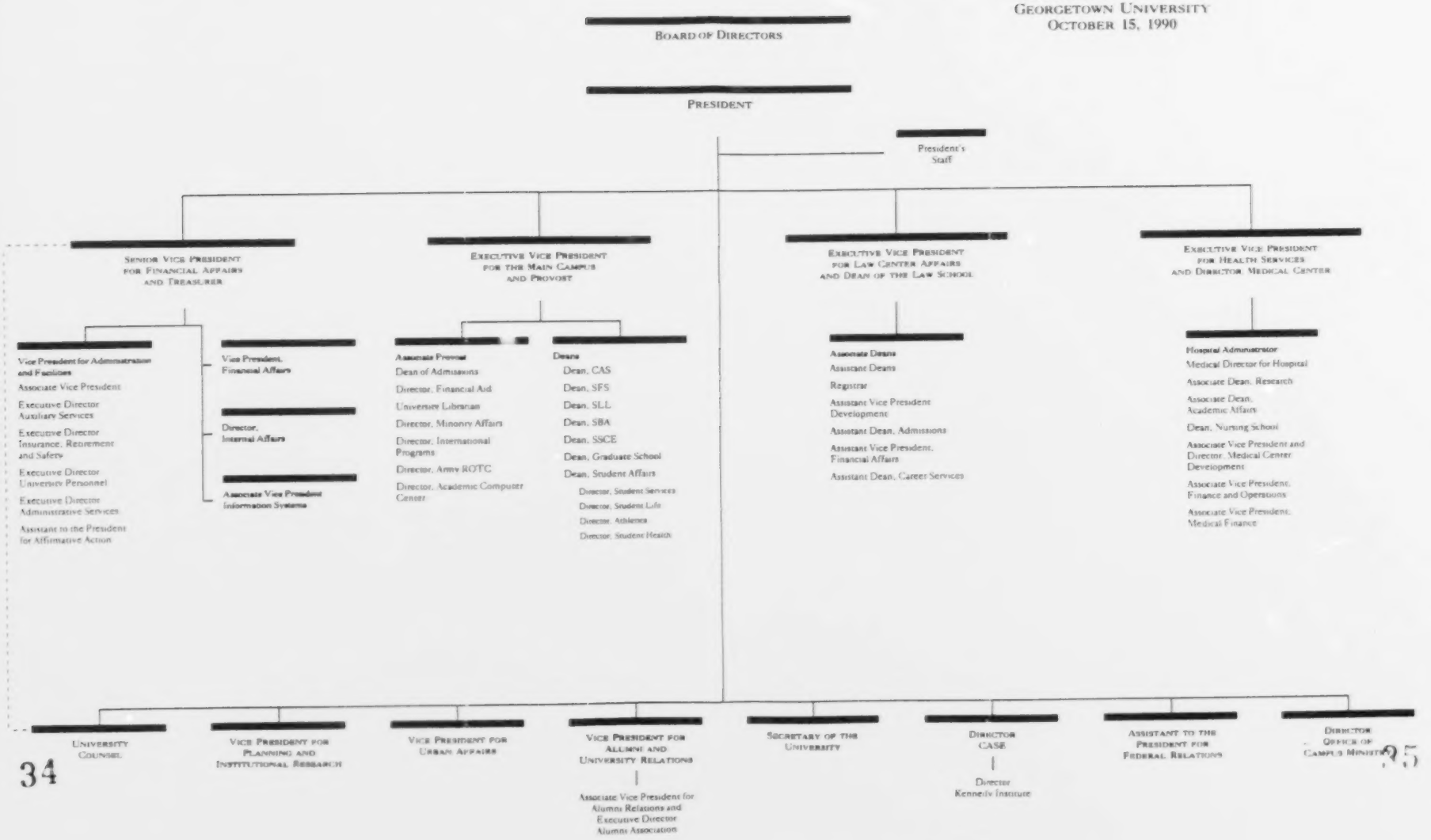
Revised 8/89



MAIN CAMPUS LIBRARIES - ORGANIZATIONAL CHART

Georgetown University

Organizational Chart
Georgetown University
October 15, 1990


Board of Directors
President
President's Staff
Senior Vice President for Financial Affairs and Treasurer
Vice President for Administration and Facilities
Associate Vice President
Executive Director Auxiliary Services
Executive Director Insurance, Retirement and Safety
Executive Director University Personnel
Executive Director Administrative Services
Assistant to the President for Affirmative Action
Vice President, Financial Affairs
Director, Internal Affairs
Associate Vice President Information Systems
Executive Vice President for the Main Campus and Provost
Associate Provost
Dean of Admissions
Director, Financial Aid
Universite Librarian
Director, Minority Affairs
Director, International Programs
Director, Army ROTC
Director, Academic Computer Center
Deans
Dean, CAS
Dean, SFS
Dean, SLL
Dean, SBA
Dean, SSCE
Dean, Graduate School
Dean, Student Affairs
Director, Student Services
Director, Student Life
Director, Athletics
Director, Student Health
Executive Vice President for Law Center Affairs and Dean of the Law School
Associate Deans
Assistant Deans
Registrar
Assistant Vice President Development
Assistant Dean, Admissions
Assistant Vice President, Financial Affairs
Assistant Dean, Career Services
Executive Vice President for Health Services and Director, Medical Center
Hospital Administrator
Medical Director for Hospital
Associate Dean, Research
Associate Dean, Academic Affairs
Dean, Nursing School
Associate Vice President and Director, Medical Center Development
Associate Vice President, Finance and Operations
Associate Vice President, Medical Finance
University Counsel
Vice President for Planning and Institutional Research
Vice President for Urban Affairs
Vice President for Alumni and University Relations
Associate Vice President for Alumni Relations and Executive Director Alumni Association
Secretary of the University
Director CASE
Director Kennedy Institute
Assistant to the President for Federal Relations
Director Office of Campus Ministry

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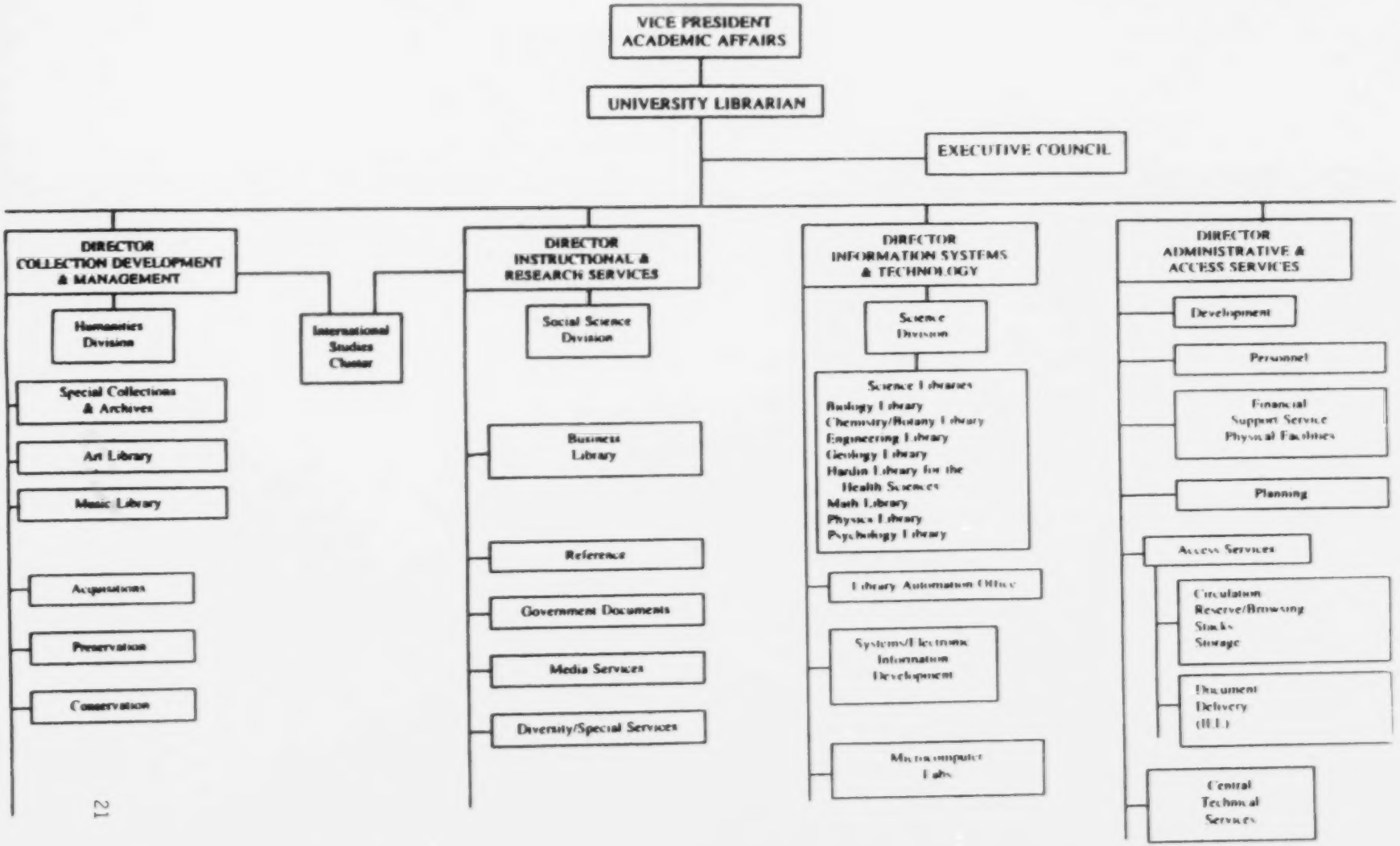
THE UNIVERSITY OF IOWA LIBRARIES



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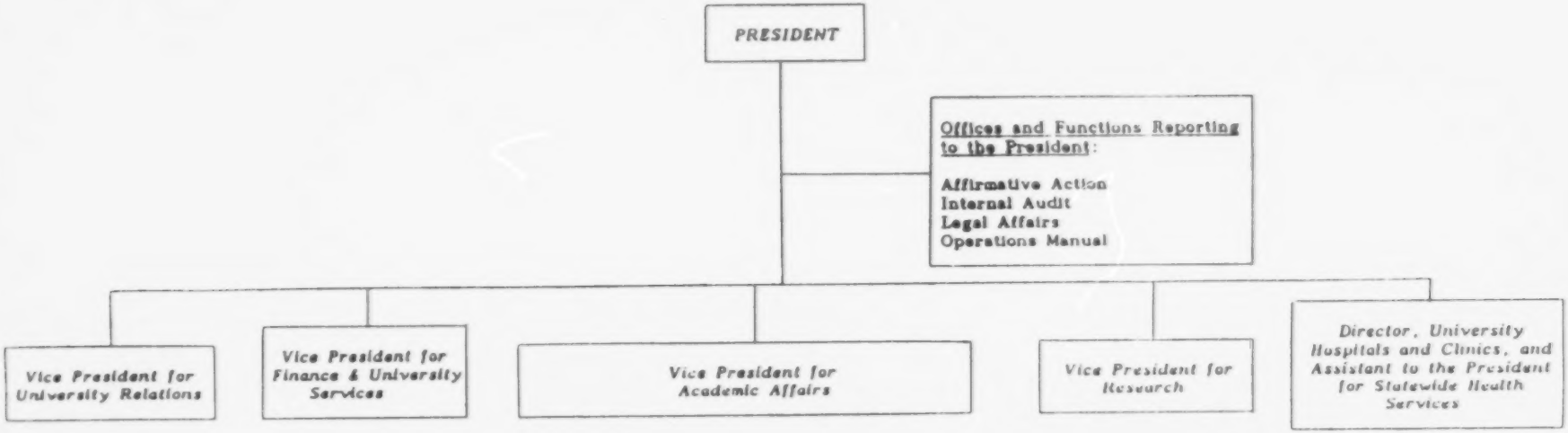
THE UNIVERSITY OF IOWA


PRESIDENT
Offices and Functions Reporting to the President:
Affirmative Action
Internal Audit
Legal Affairs
Operations Manual
Vice President for University Relations
Vice President for Finance & University Services
Vice President for Academic Affairs
Vice President for Research
Director, University Hospitals and Clinics, and Assistant to the President for Statewide Health Services

Alumni Association
Broadcast Services
Radio Stations
State Relations
University Relations

. . . . . .

UI Related Agencies/Organiz.

Affiliated Community Hospitals
Bureau of Dental Health Education
Children's Family Living Foundation, Inc
Consortium of Academic Medical Centers - National
Iowa Department of Public Health
Iowa Geological Survey
Iowa Hospital Association
Iowa Humanities Board
Iowa Measurement Research Foundation
Iowa Organ Procurement Org.
Iowa State Historical Society
Osmond Foundation - Children's Miracle Network Telethon
Southeast Iowa Emergency Medical Services Association
UI Alumni Association
UI Facilities Corporation
UI Foundation
UI Parents Association
UI Research Foundation
Veterans Affairs Medical Ctr.

Athletics (Men & Women)
Budget Planning
Business Management
--General Stores/Receiving
--Laundry
--Parking and Transportation
--Physical Plant
--Printing Service
--Properties
--Security
Controller/Univ. Secretariat
--Accounting
--Cashier
--Equipment Inventory
--Financial Analysis
--Grant Accounting
--Payroll
Labor Relations
Personnel (P&E, Gen. Service)
Planning and Administrative Services
--Architectural and Engineering Services
--Facilities Planning and Utilization
--Purchasing
--Travel Center
Recreational Services
--Recbride Nature Recreation Area
--Sports Camps
Research Park (joint with VP Research)
Treasurer's Office

Admissions
--Orientation
Campus Programs and Student Activities
Colleges
--Business Administration
--Continuing Education
--Dentistry
--Education
-Iowa Testing Programs
--Engineering
--Graduate
-Urban & Regional Planning
--Law
-Law Library
--Liberal Arts
-Museum of Natural History
--Medicine
-Center for Health Services Research
--Nursing
--Pharmacy
Cooperative Education
Counseling Service
Evaluation and Examination Service
Faculty Personnel & Develop.
Financial Aid
Institutional Data

Iowa Center for the Arts
--Hancher Auditorium
--Museum of Art
--Center for the Book
Iowa Memorial Union
Lakeside Laboratory
Non-Academic Student Disciplinary Action
Office of International Education and Services
--CAPS
--CICS
--CIRLM
Old Capitol Museum
Opportunity at Iowa
Registrar
Residence Services
Services for Persons with Disabilities
Special Support Services
Strategic Planning
Summer Session
Undergraduate Academic Advising Center
University Libraries
Video Center
Windhover Press
Women's Resource and Action Center

Center for Advanced Studies
Center for Biocatalysis and Bioprocessing
Center for Global and Regional Environmental Research
Center for Health Effects of Environmental Contaminants
Central Research Support Facilities
Federal Relations
Health Protection Office
Institute for Child Behavior and Development
Laser Center
Non-degree Interdisciplinary Programs
Oakdale Campus
Occupational Health Service
Office of Information Technology
--Academic Computer (NEEC)
--Admin. Computing (ADP)
--Telecommunications
Public Policy Center
Research Park (joint with VP Finance/Univ. Svcs.)
Sponsored Programs
State Archaeologist
Technology Innovation Center
UI Research Foundation
--Office of Tech. Liaison
University Press
University Veterinarian

University Statewide Health Services:
--University Hospitals and Clinics
--Psychiatric Hospital
--University Hospital School
--Chemical Dependency Center
--Student Health Service

Iowa Specialized Child Health Services (ISCHS):
--Childhood Cancer Diagnostic and Treatment Program
--High-Risk Infant Followup Program
--Iowa Newborn Screening Prog.
--Mobile and Regional Child Health Specialty Clinics
--Muscular Dystrophy and Other Related Genetic Diseases Program
--Rural Comprehensive Program for Hemophilia Patients
--Regional Genetic Consultation Service
--Statewide Perinatal Care Program

University Hygienic Laboratory

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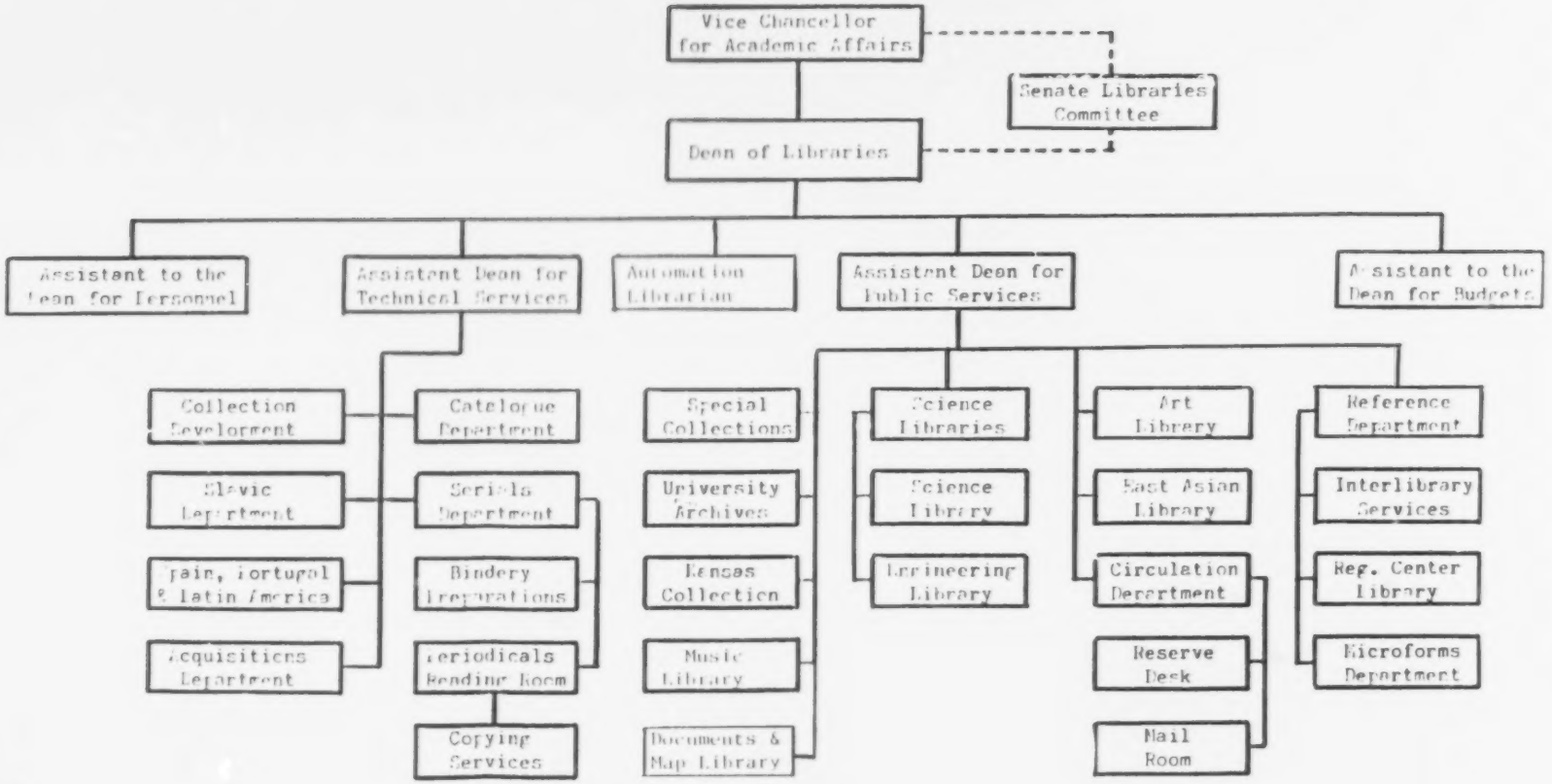
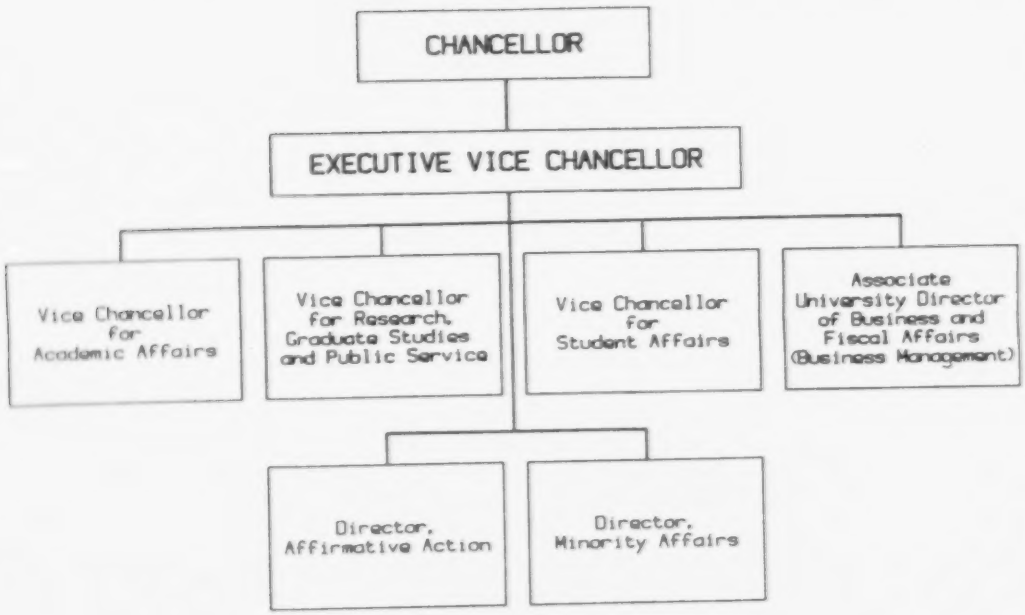
UNIVERSITY OF KANSAS LIBRARIES

ORGANIZATIONAL CHART

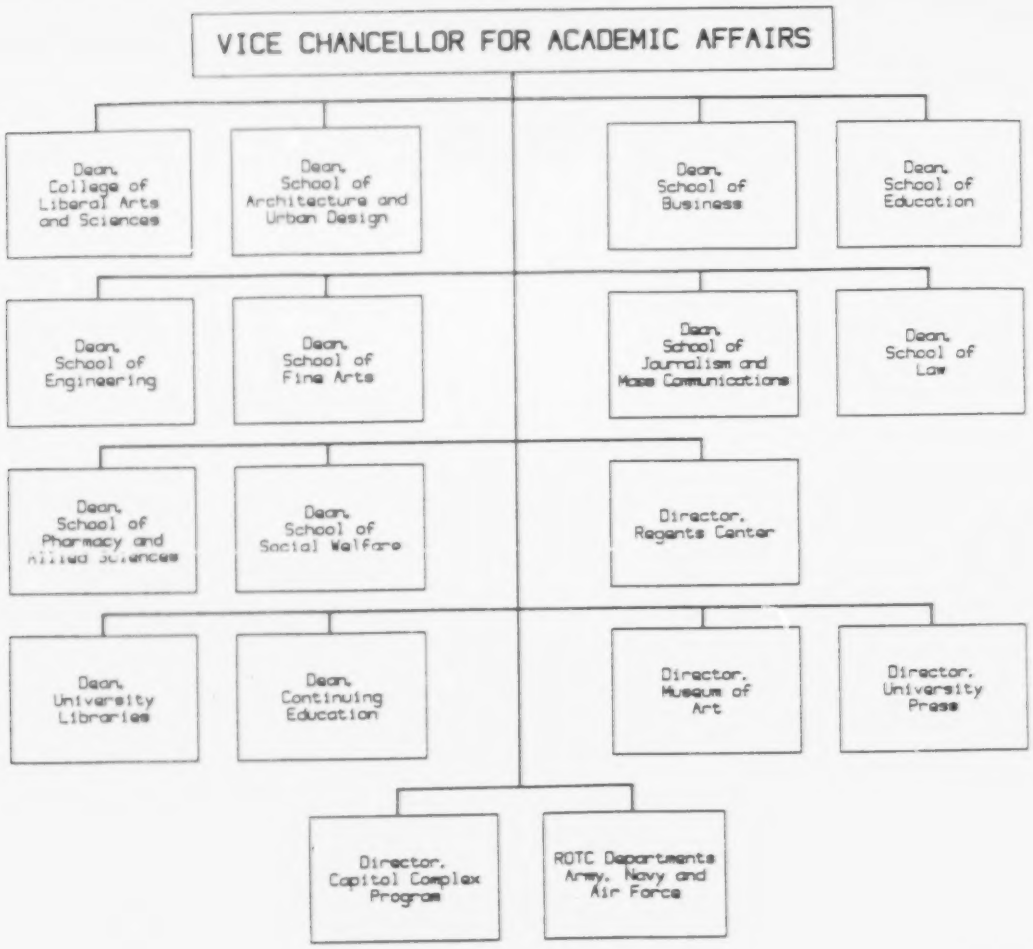


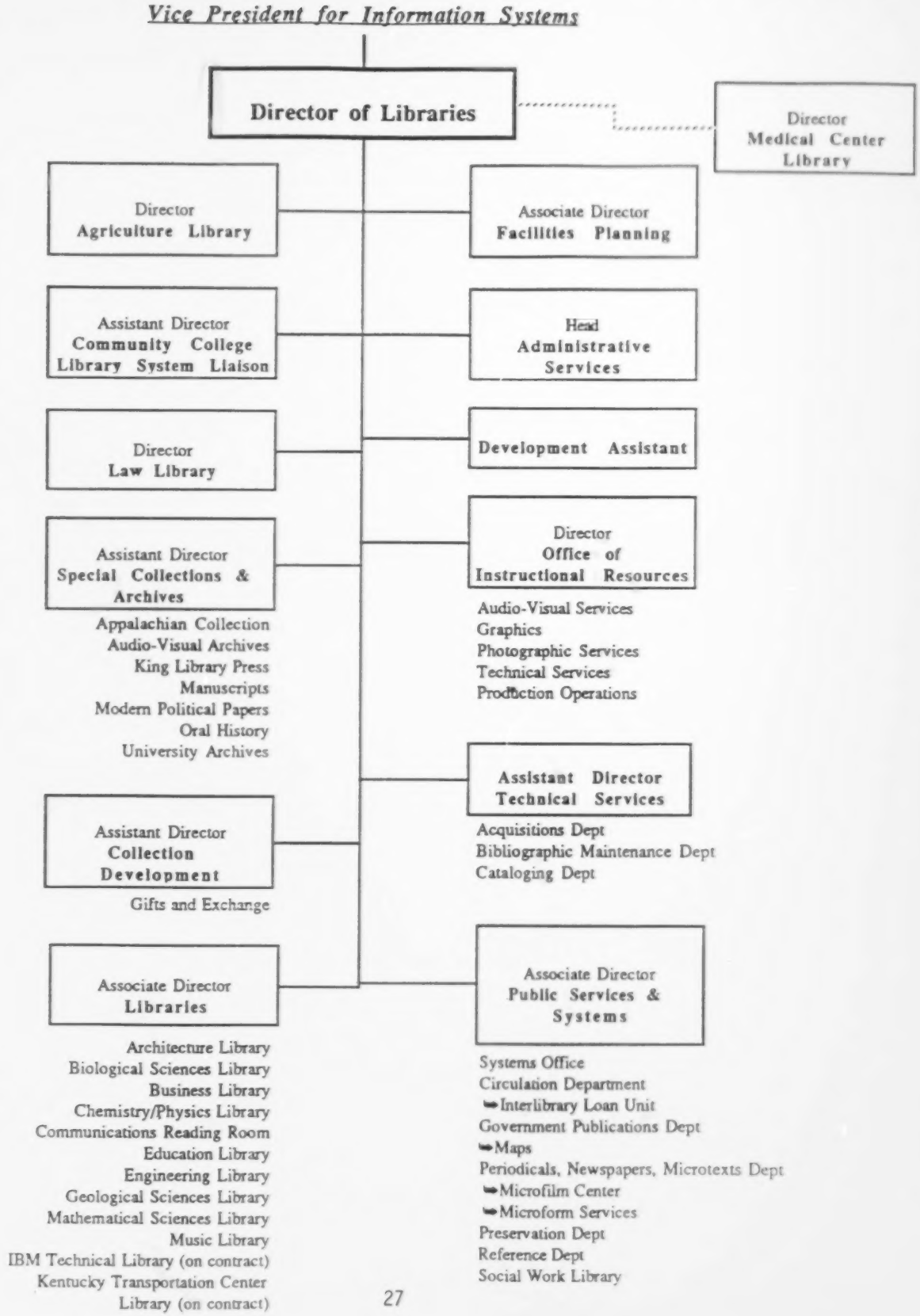
The University of Kansas

LAWRENCE CAMPUS


CHANCELLOR
EXECUTIVE VICE CHANCELLOR
Vice Chancellor for Academic Affairs
Vice Chancellor for Research, Graduate Studies and Public Service
Vice Chancellor for Student Affairs
Associate University Director of Business and Fiscal Affairs (Business Management)
Director, Affirmative Action
Director, Minority Affairs

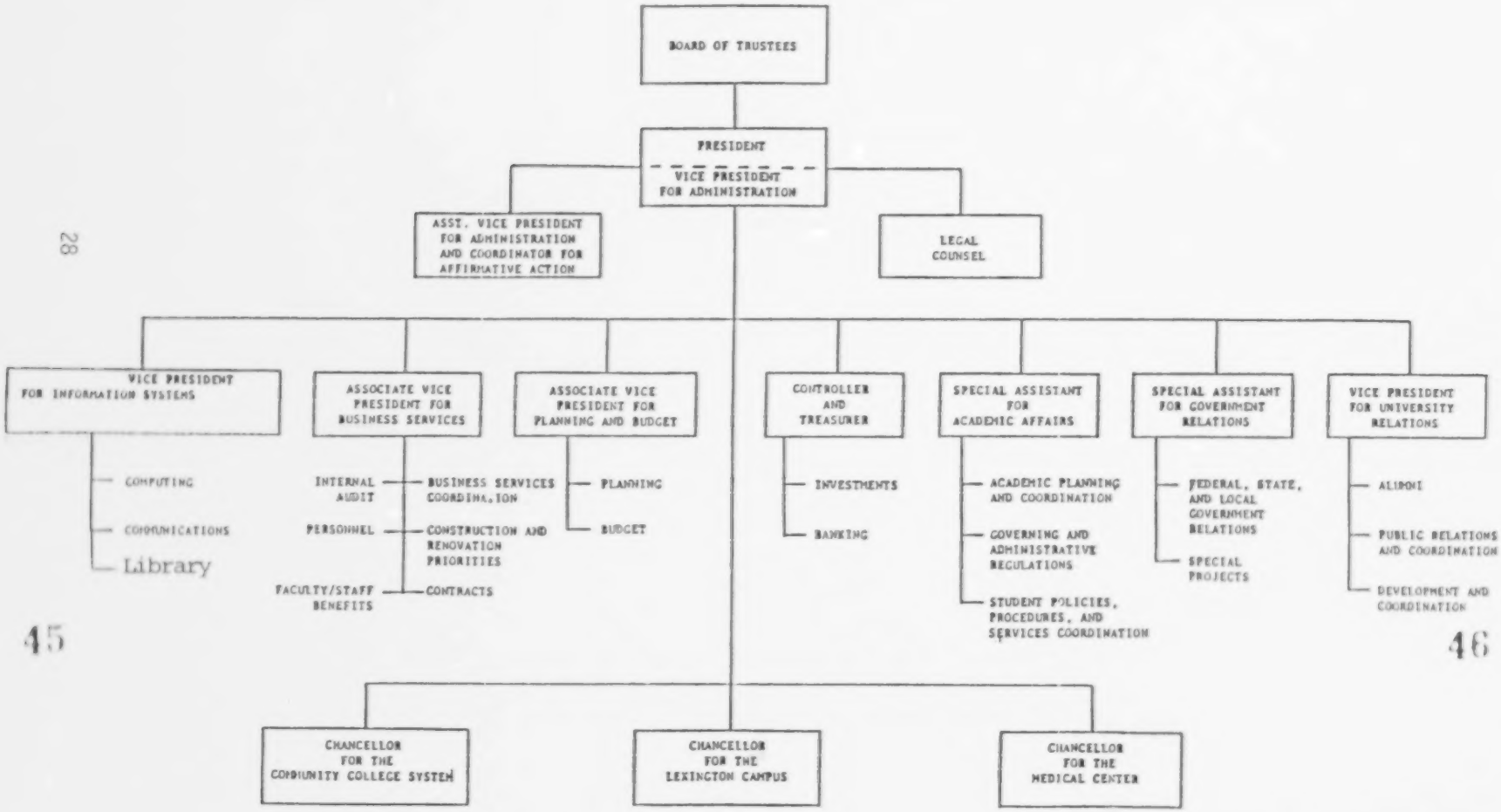
LAWRENCE CAMPUS


VICE CHANCELLOR FOR ACADEMIC AFFAIRS
Dean, College of Liberal Arts and Sciences
Dean, School of Architecture and Urban Design
Dean, School of Business
Dean, School of Education
Dean, School of Engineering
Dean, School of Fine Arts
Dean, School of Journalism and Mass Communications
Dean, School of Law
Dean, School of Pharmacy and Allied Sciences
Dean, School of Social Welfare
Director, Regents Center
Dean, University Libraries
Dean, Continuing Education
Director, Museum of Art
Director, University Press
Director, Capitol Complex Program
ROTC Departments Army, Navy and Air Force


Vice President for Information Systems
Director of Libraries
Director Medical Center Library
Director Agriculture Library
Associate Director Facilities Planning
Assistant Director Community College Library System Liaison
Head Administrative Services
Director Law Library
Development Assistant
Assistant Director Special Collections & Archives
Director Office of Instructional Resources
Appalachian Collection
Audio-Visual Archives
King Library Press
Manuscripts
Modern Political Papers
Oral History
University Archives
Audio-Visual Services
Graphics
Photographic Services
Technical Services
Production Operations
Assistant Director Technical Services
Acquisitions Dept
Bibliographic Maintenance Dept
Cataloging Dept
Assistant Director Collection Development
Gifts and Exchange
Associate Director Libraries
Associate Director Public Services & Systems
Architecture Library
Biological Sciences Library
Business Library
Chemistry/Physics Library
Communications Reading Room
Education Library
Engineering Library
Geological Sciences Library
Mathematical Sciences Library
Music Library
IBM Technical Library (on contract)
Kentucky Transportation Center Library (on contract)
Systems Office
Circulation Department
➥Interlibrary Loan Unit
Government Publications Dept
➥Maps
Periodicals, Newspapers, Microtexts Dept
➥Microfilm Center
➥Microform Services
Preservation Dept
Reference Dept
Social Work Library

UNIVERSITY OF KENTUCKY

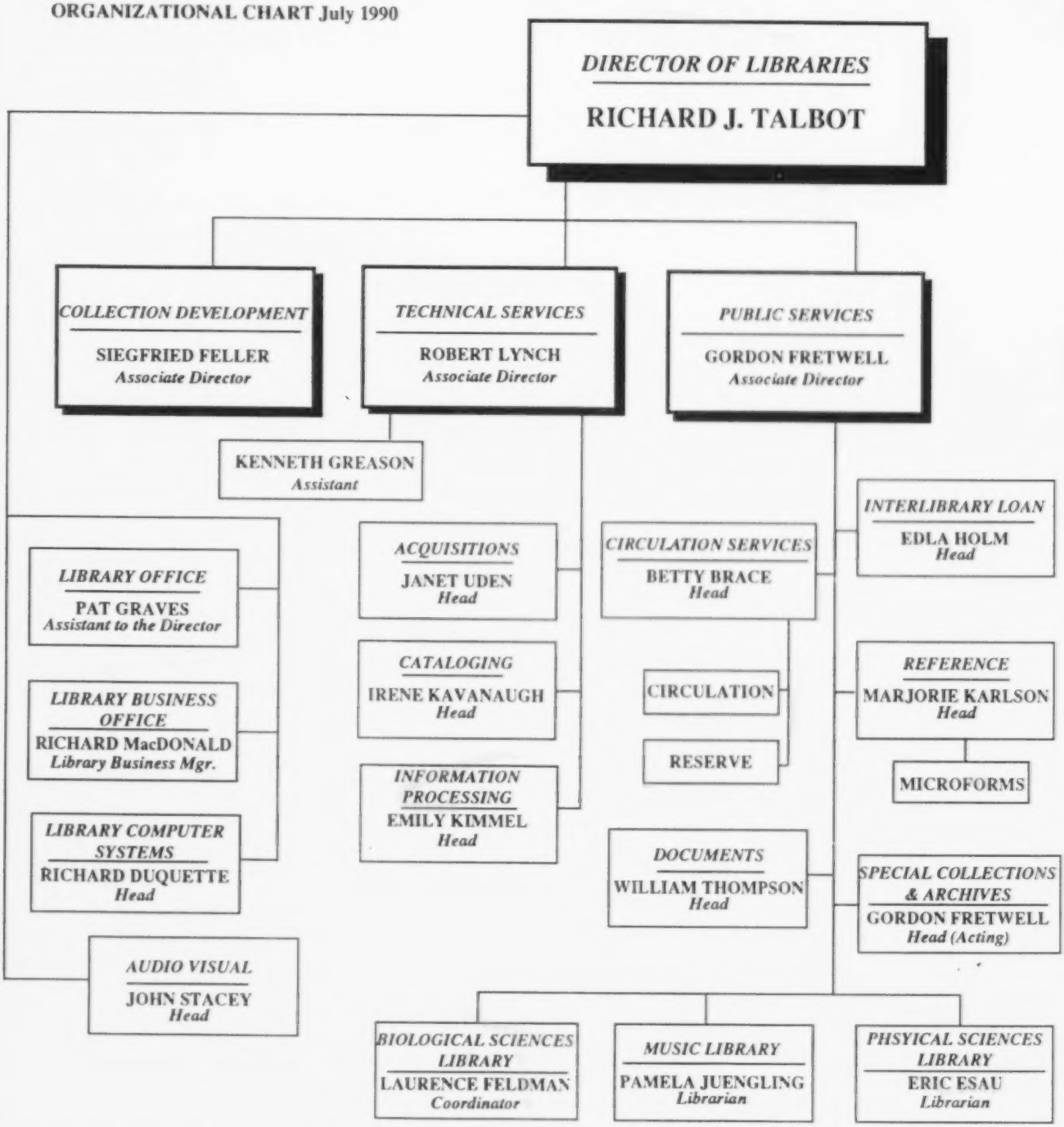
ORGANIZATION CHART FOR CENTRAL ADMINISTRATION INCLUDING ITS RELATIONSHIP TO THE BOARD OF TRUSTEES AND THE CHANCELLORS



Library

University of Massachusetts Library

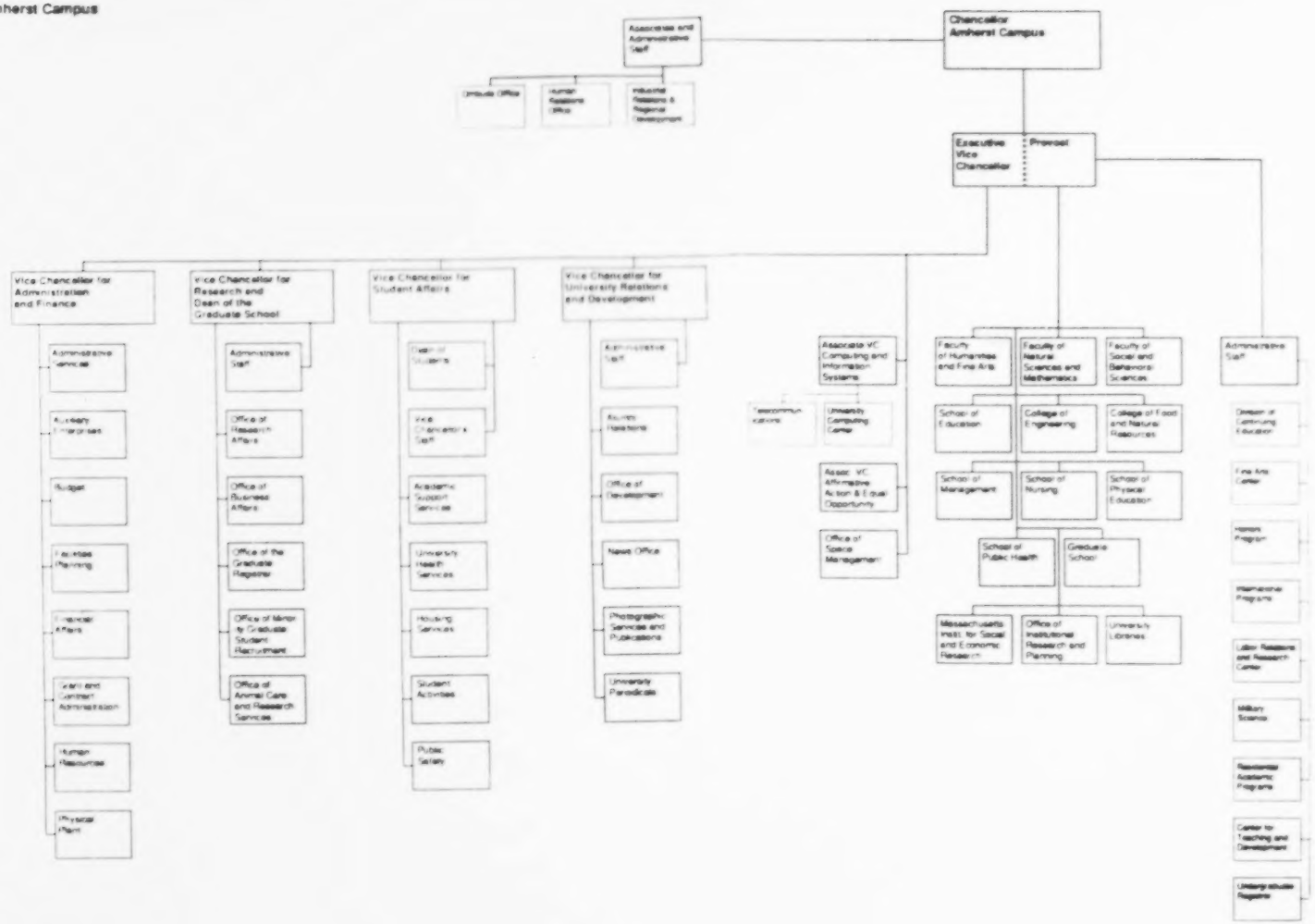
Amherst, Massachusetts
ORGANIZATIONAL CHART July 1990



The Director of Libraries reports to the Provost.
The Provost reports to the Chancellor and the Chancellor to the President. A Faculty Senate Library Committee composed of 13 Faculty Members and 4 Students advises the Director on general library policy.

5 Organization

Amherst Campus


Chancellor
Amherst Campus
Executive Vice Chancellor
Provost
Vice Chancellor for Administration and Finance
Vice Chancellor for Research and Dean of the Graduate School
Vice Chancellor for Student Affairs
Vice Chancellor for University Relations and Development
Associate VC Computing and Information Systems
Associate VC Affirmative Action & Equal Opportunity
Office of Space Management
Faculty of Humanities and Fine Arts
Faculty of Natural Sciences and Mathematics
Faculty of Social and Behavioral Sciences
School of Education
College of Engineering
College of Food and Natural Resources
School of Management
School of Nursing
School of Physical Education
School of Public Health
Graduate School
Massachusetts Inst. for Social and Economic Research
Office of Institutional Research and Planning
University Libraries
Administrative Staff

Note: Effective September 1989

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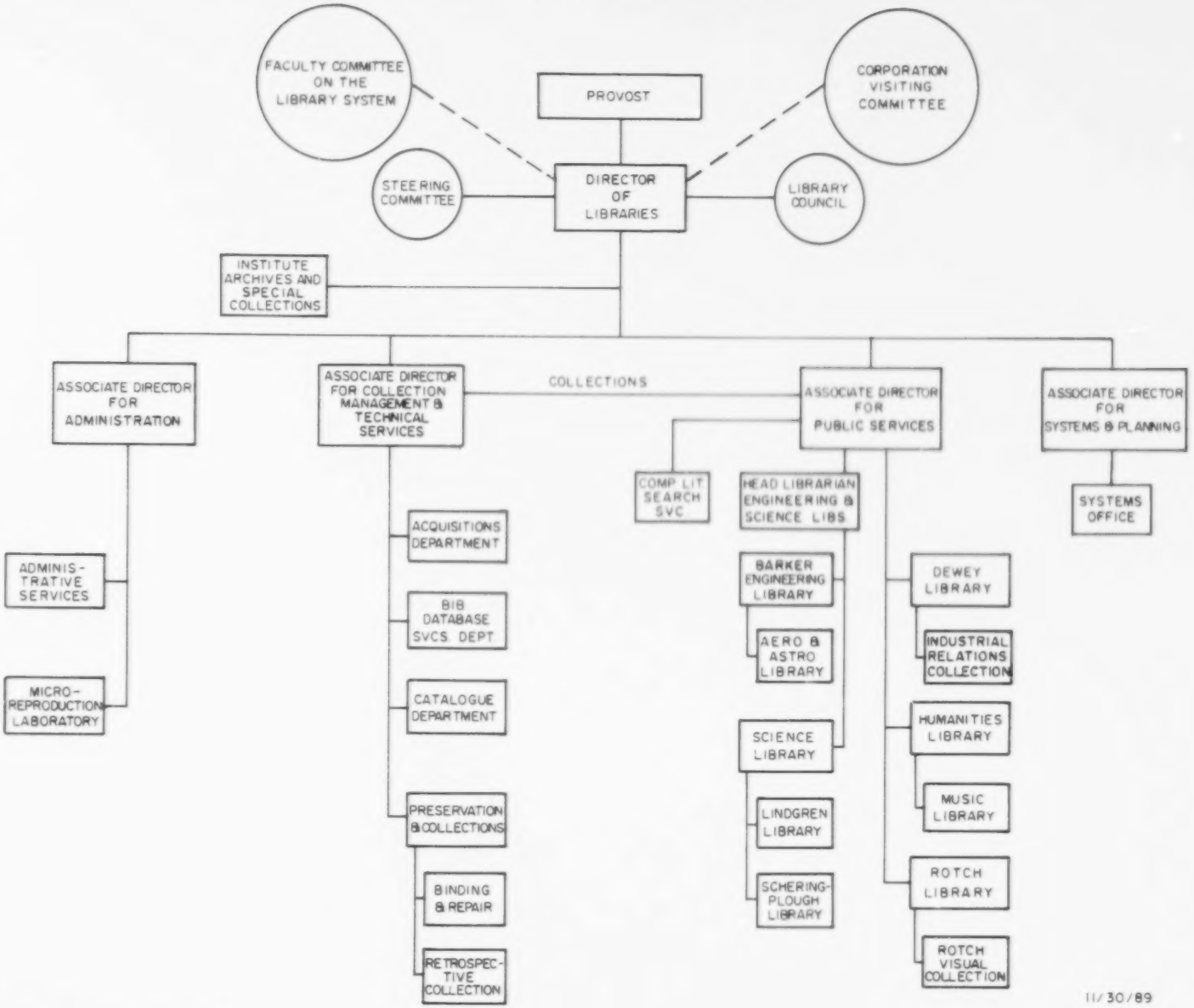
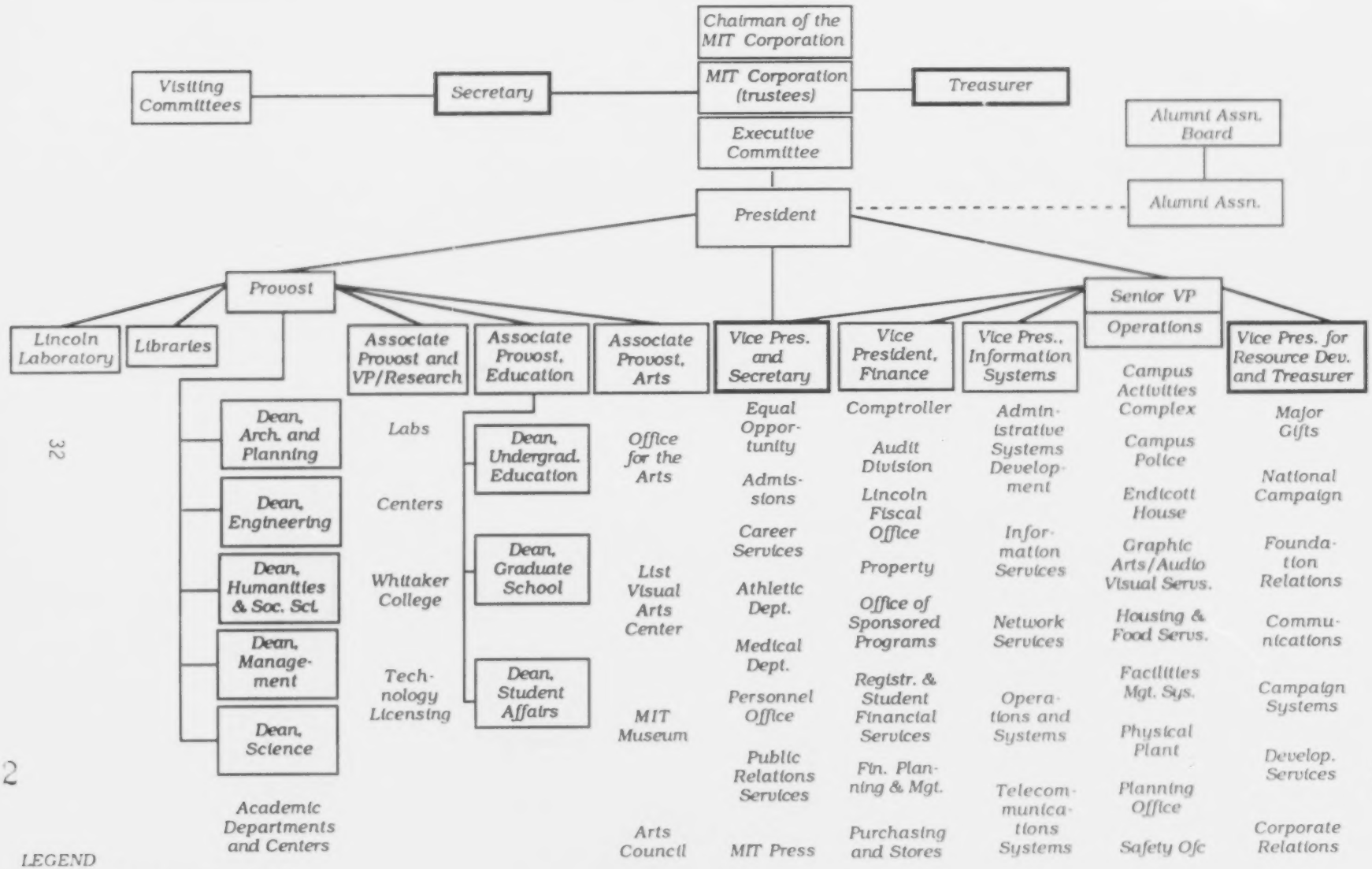
University of Massachusetts at Amherst · 1989-90 Factbook · Office of Institutional Research and Planning (OIRP)

MIT LIBRARIES
TABLE OF THE ORGANIZATION

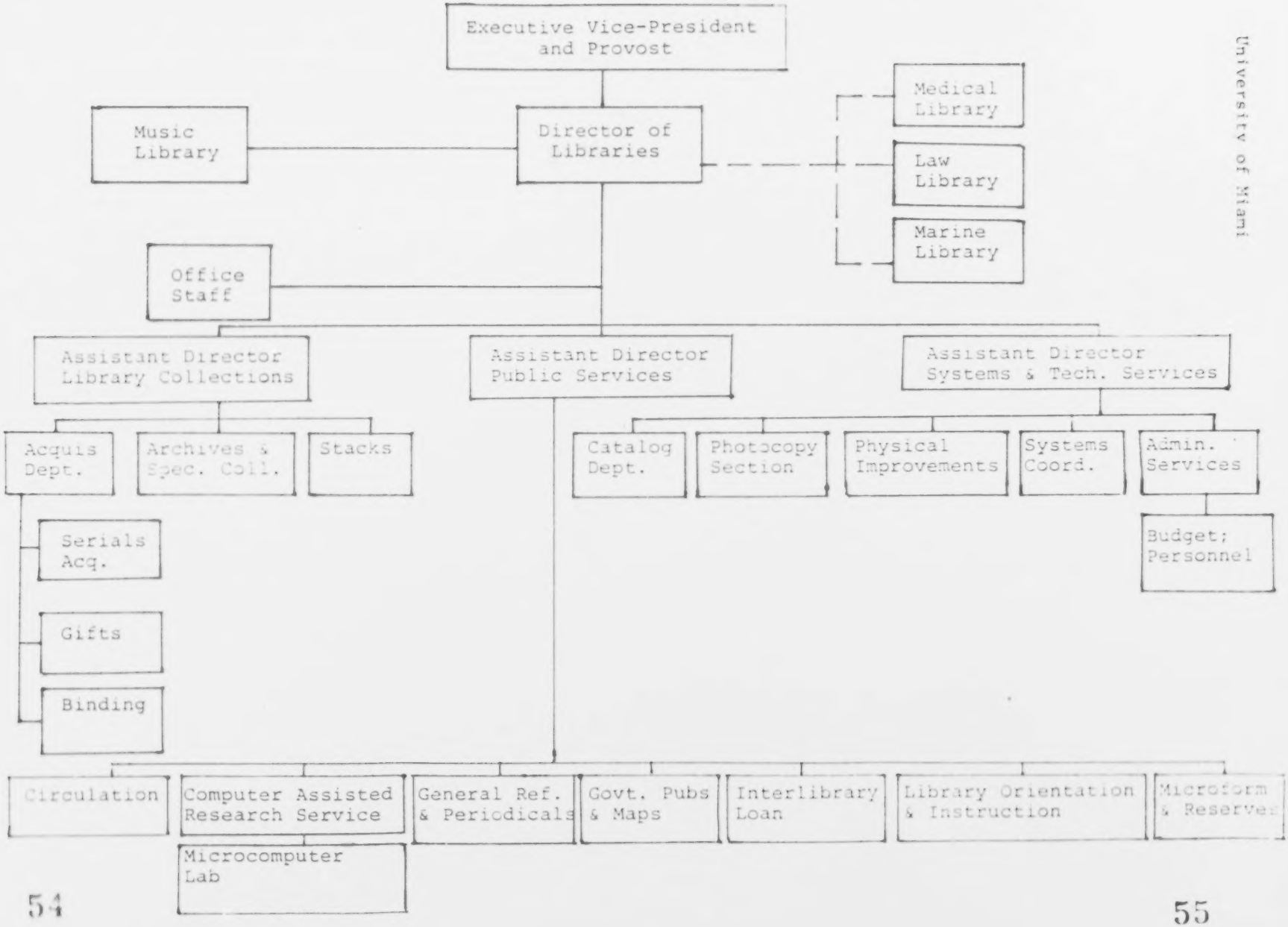


11/30/89

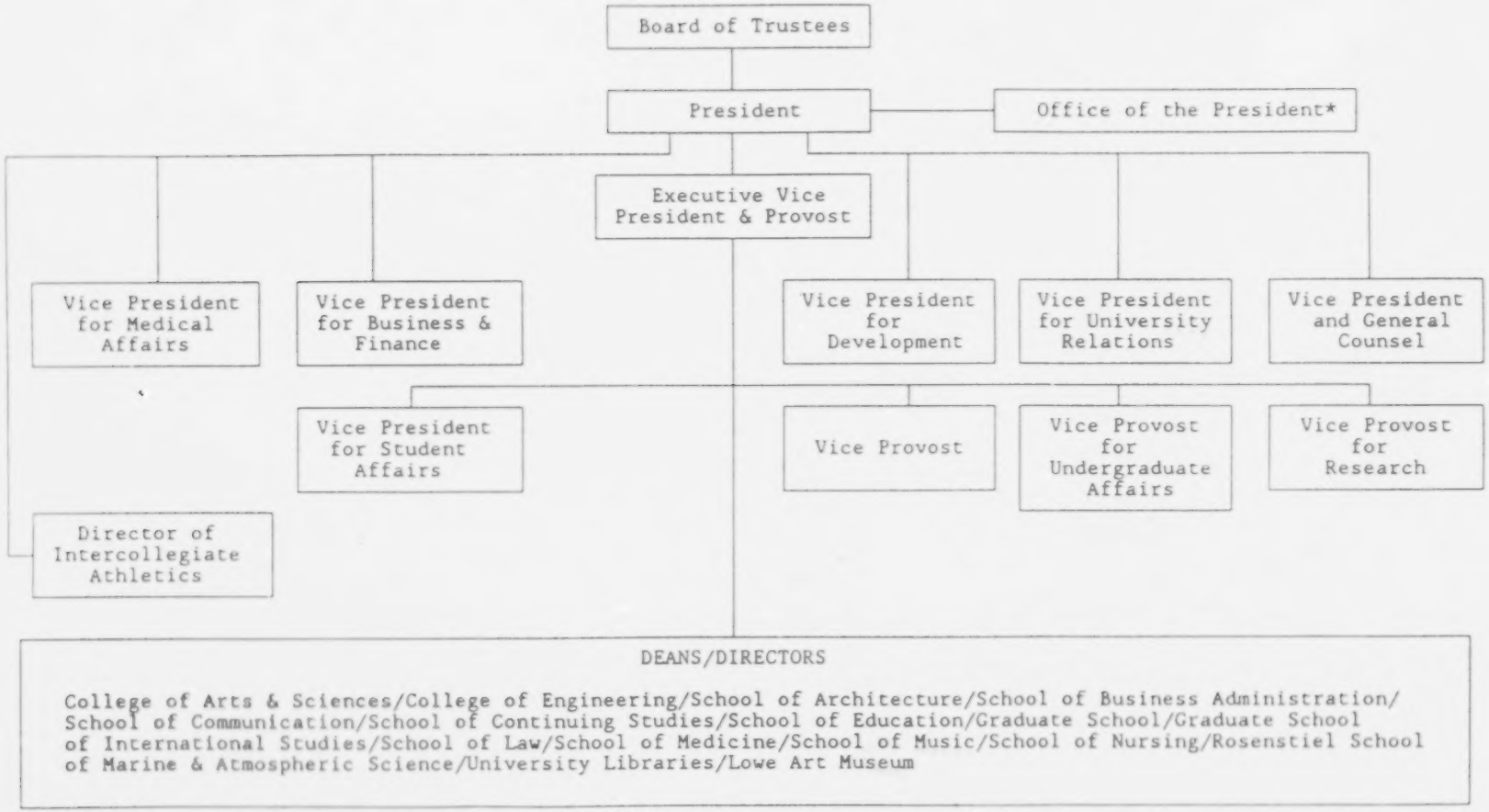
MIT ORGANIZATIONAL CHART



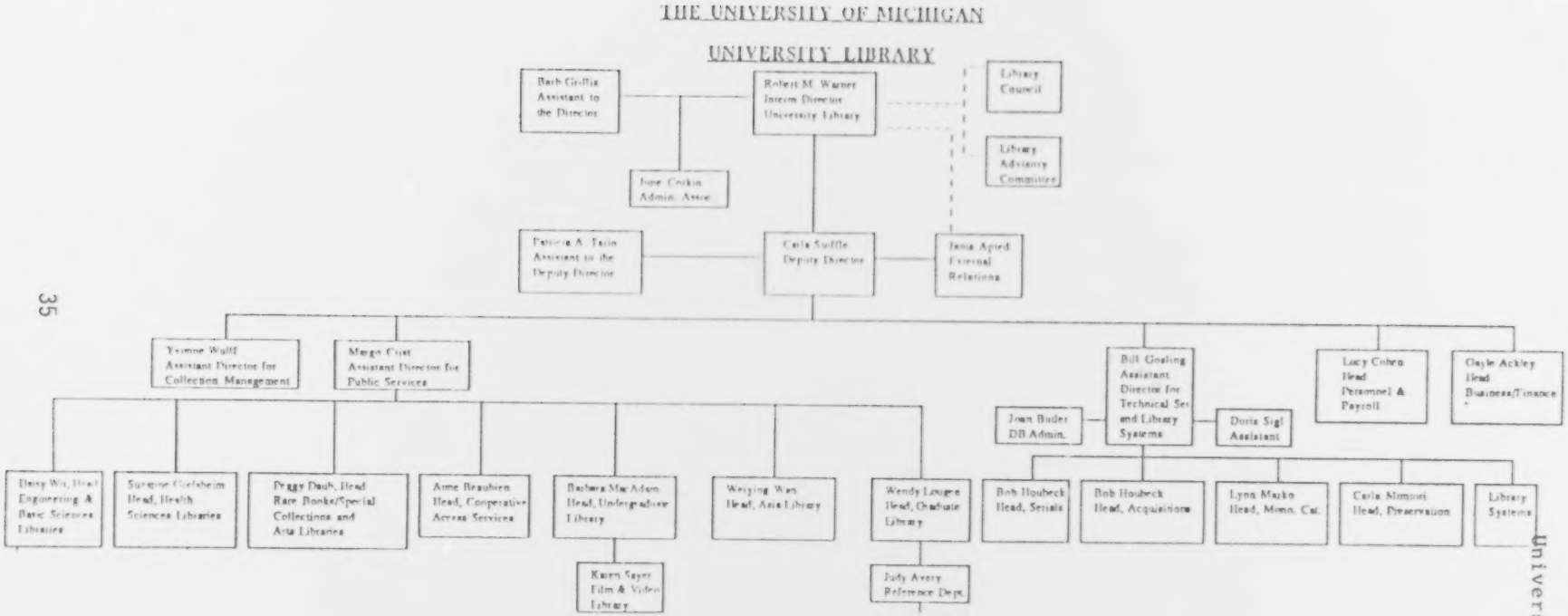
Rev. 8/90


Executive Vice-President and Provost
Director of Libraries
Music Library
Medical Library
Law Library
Marine Library
Office Staff
Assistant Director Library Collections
Assistant Director Public Services
Assistant Director Systems & Tech. Services
Acquis Dept.
Archives & Spec. Coll.
Stacks
Catalog Dept.
Photocopy Section
Physical Improvements
Systems Coord.
Admin. Services
Budget; Personnel
Serials Acq.
Gifts
Binding
Circulation
Computer Assisted Research Service
General Ref. & Periodicals
Govt. Pubs & Maps
Interlibrary Loan
Library Orientation & Instruction
Microform & Reserves
Microcomputer Lab

UNIVERSITY OF MIAMI
Organizational Chart


Board of Trustees
President
Office of the President*
Executive Vice President & Provost
Vice President for Medical Affairs
Vice President for Business & Finance
Vice President for Development
Vice President for University Relations
Vice President and General Counsel
Vice President for Student Affairs
Vice Provost
Vice Provost for Undergraduate Affairs
Vice Provost for Research
Director of Intercollegiate Athletics
DEANS/DIRECTORS
College of Arts & Sciences/College of Engineering/School of Architecture/School of Business Administration/ School of Communication/School of Continuing Studies/School of Education/Graduate School/Graduate School of International Studies/School of Law/School of Medicine/School of Music/School of Nursing/Rosenstiel School of Marine & Atmospheric Science/University Libraries/Lowe Art Museum

*Includes Office of the Secretary


THE UNIVERSITY OF MICHIGAN
UNIVERSITY LIBRARY
Barb Griffin Assistant to the Director
Robert M. Warner Interim Director University Library
Library Council
Library Advisory Committee
June Corkin Admin. Assoc.
Patricia A. Tarin Assistant to the Deputy Director
Carla Stoffle Deputy Director
Janis Apted External Relations
Yvonne Wulff Assistant Director for Collection Management
Margo Crist Assistant Director for Public Services
Bill Gosling Assistant Director for Technical Services and Library Systems
Lucy Cohen Head Personnel & Payroll
Gayle Ackley Head Business/Finance
Joan Butler DB Admin.
Doris Sigl Assistant
Daisy Wu, Head Engineering & Basic Sciences Libraries
Suzanne Gieleheim Head, Health Sciences Libraries
Peggy Daub, Head Rare Books/Special Collections and Arts Libraries
Anne Beaubien Head, Cooperative Access Services
Barbara MacAdam Head, Undergraduate Library
Weiping Wan Head, Asia Library
Wendy Lougee Head, Graduate Library
Bob Houbeck Head, Serials
Bob Houbeck Head, Acquisitions
Lynn Marko Head, Monn. Cat.
Carla Montori Head, Preservation
Library Systems
Karen Sayer Film & Video Library
Judy Avery Reference Dept.

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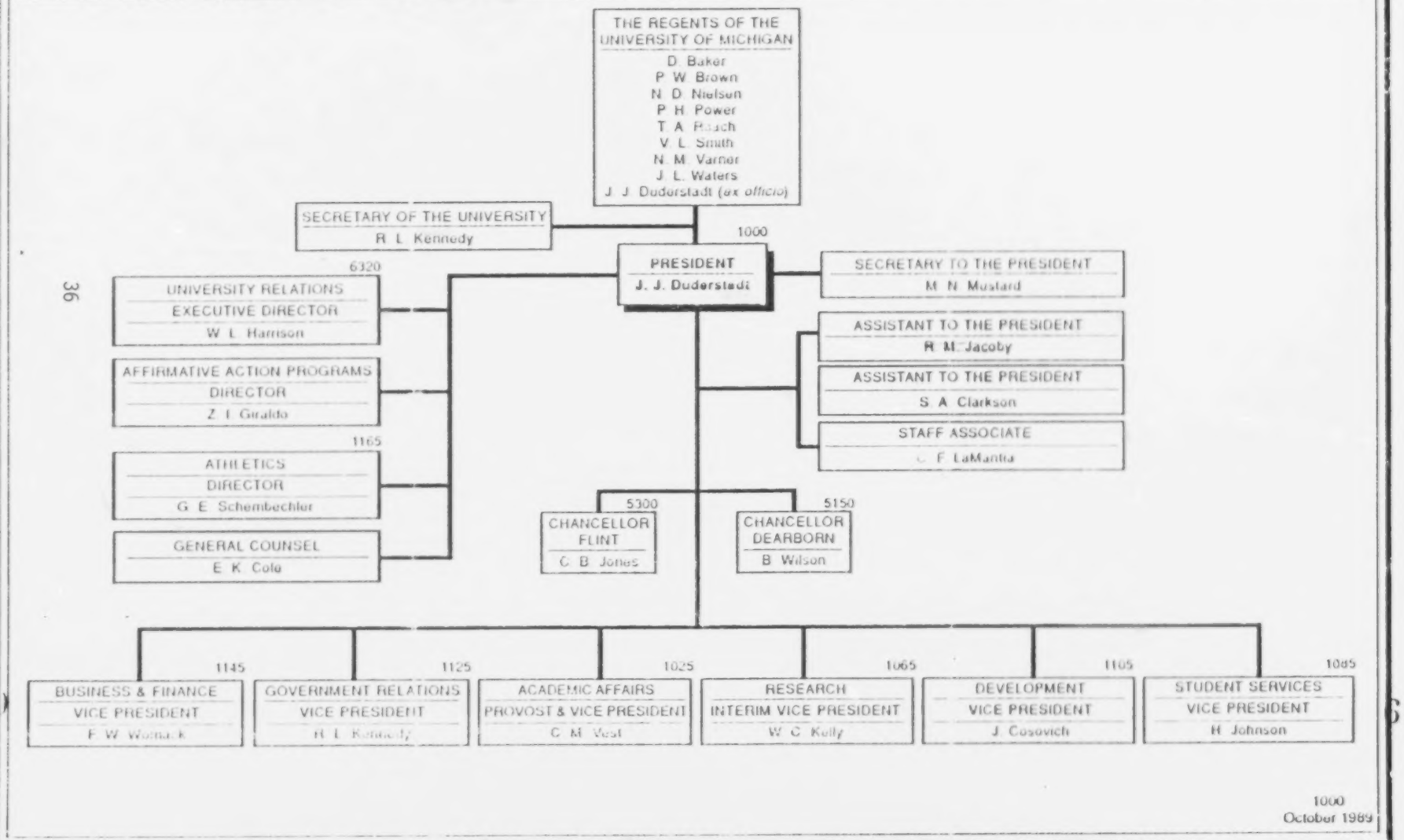
University of Michigan

THE UNIVERSITY OF MICHIGAN

ORGANIZATION CHART

PRESIDENT

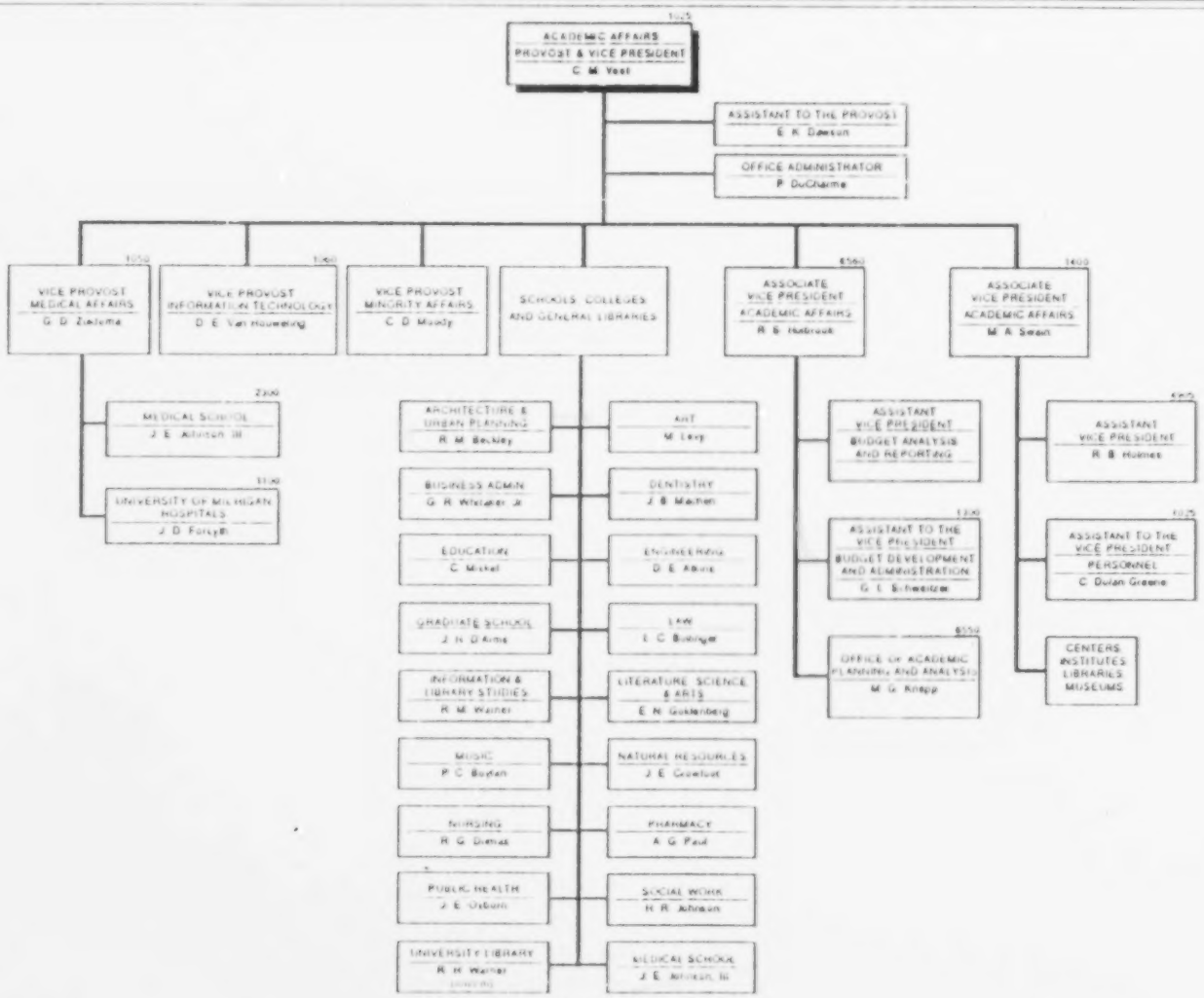


THE UNIVERSITY OF MICHIGAN

ORGANIZATION CHART

ACADEMIC AFFAIRS

PROVOST AND VICE PRESIDENT



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1025
October 1989

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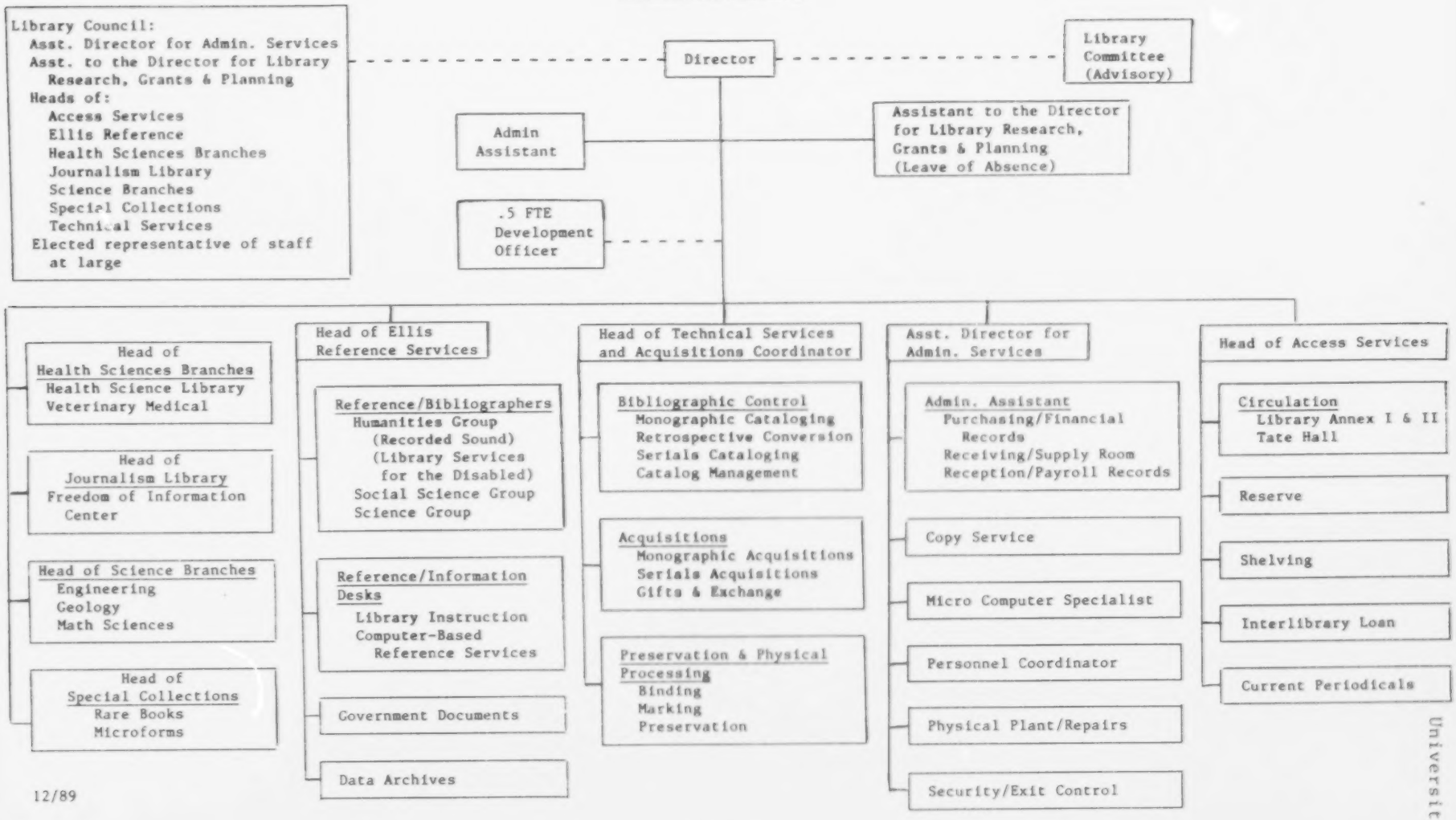
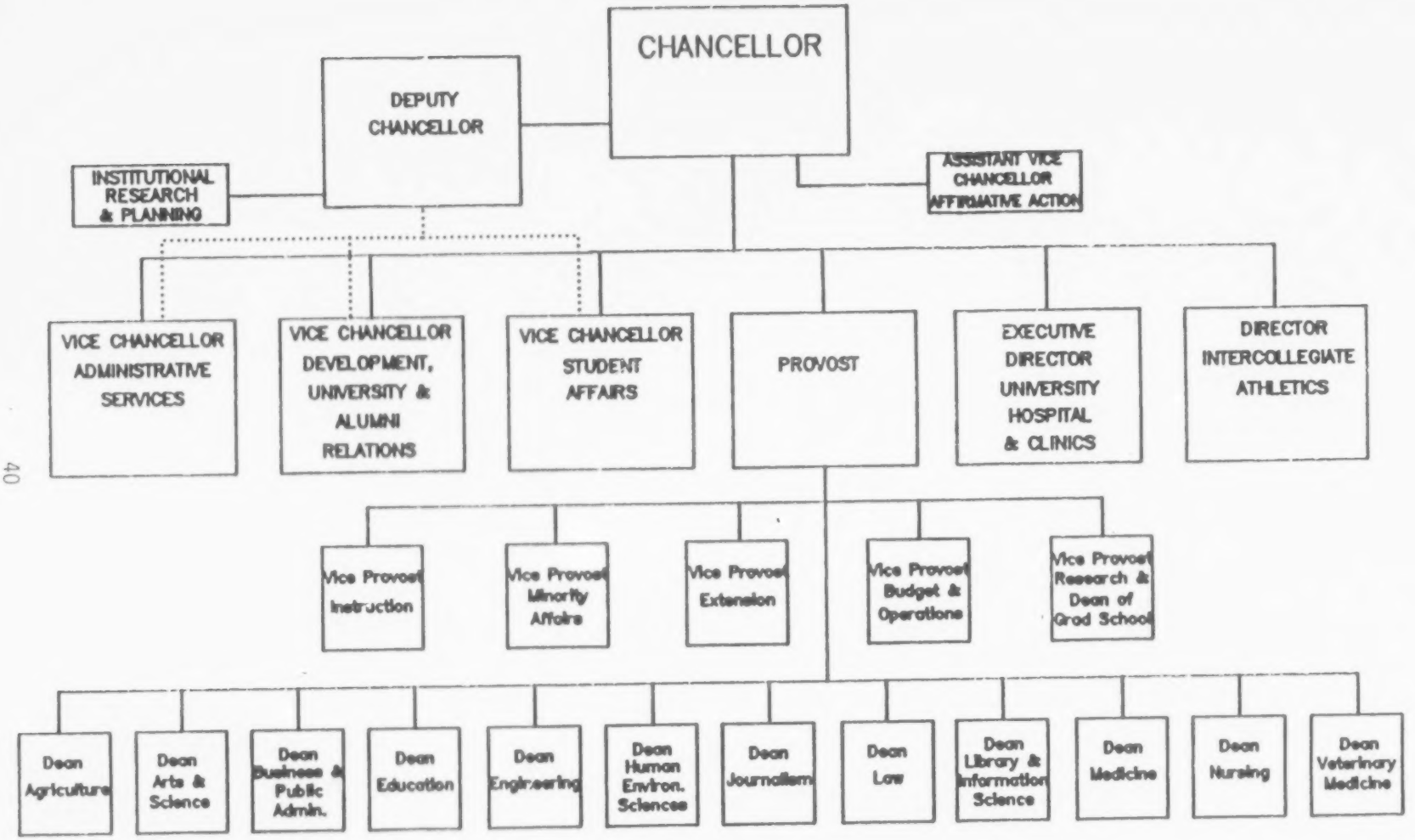
UNIVERSITY OF MISSOURI-COLUMBIA
Libraries
Organizational Chart



12/89

6/20/90
ORGCHART2



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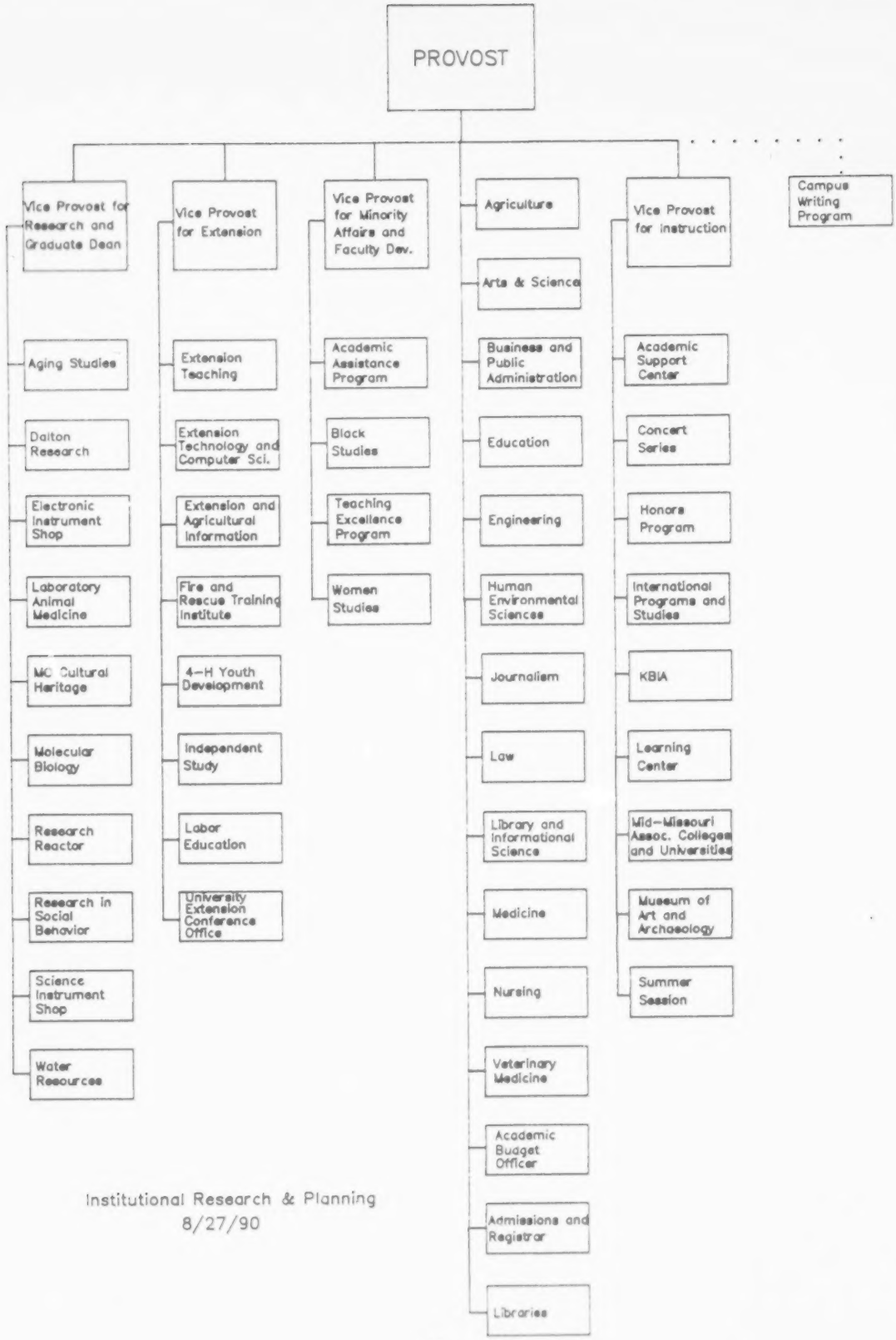

Institutional Research & Planning
8/27/90

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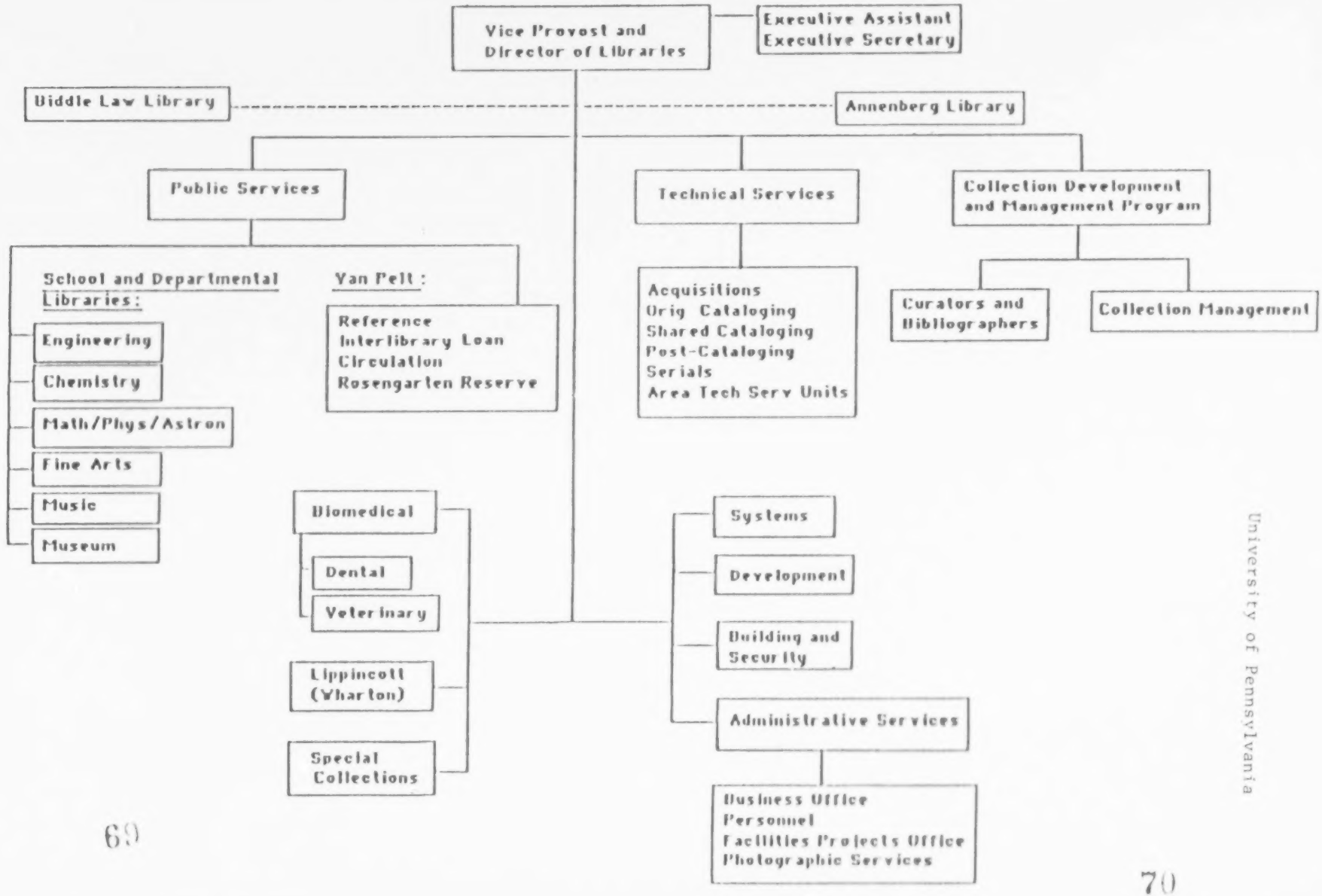
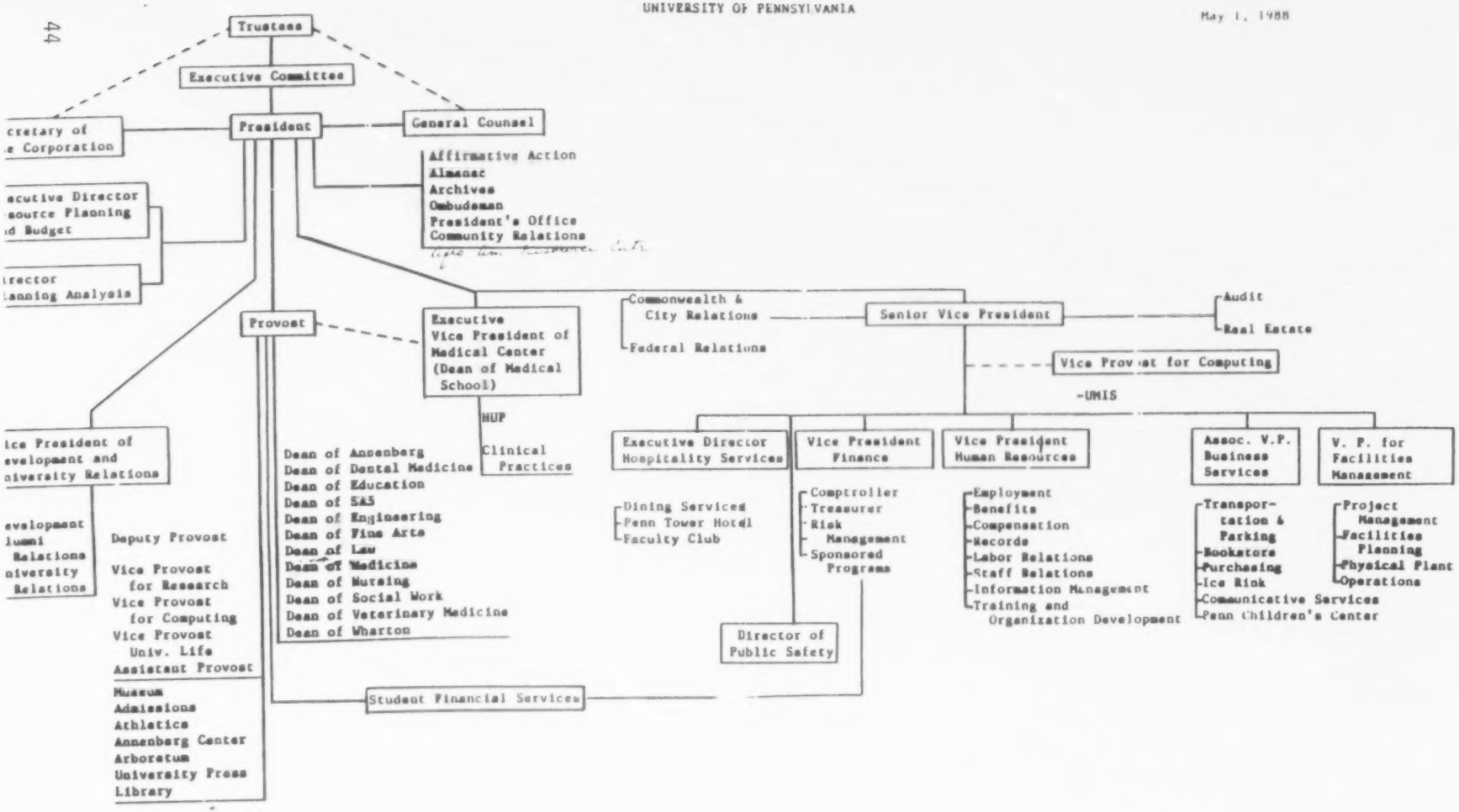
UNIVERSITY OF PENNSYLVANIA LIBRARY
ORGANIZATIONAL CHART



University of Pennsylvania

UNIVERSITY OF PENNSYLVANIA

May 1, 1988



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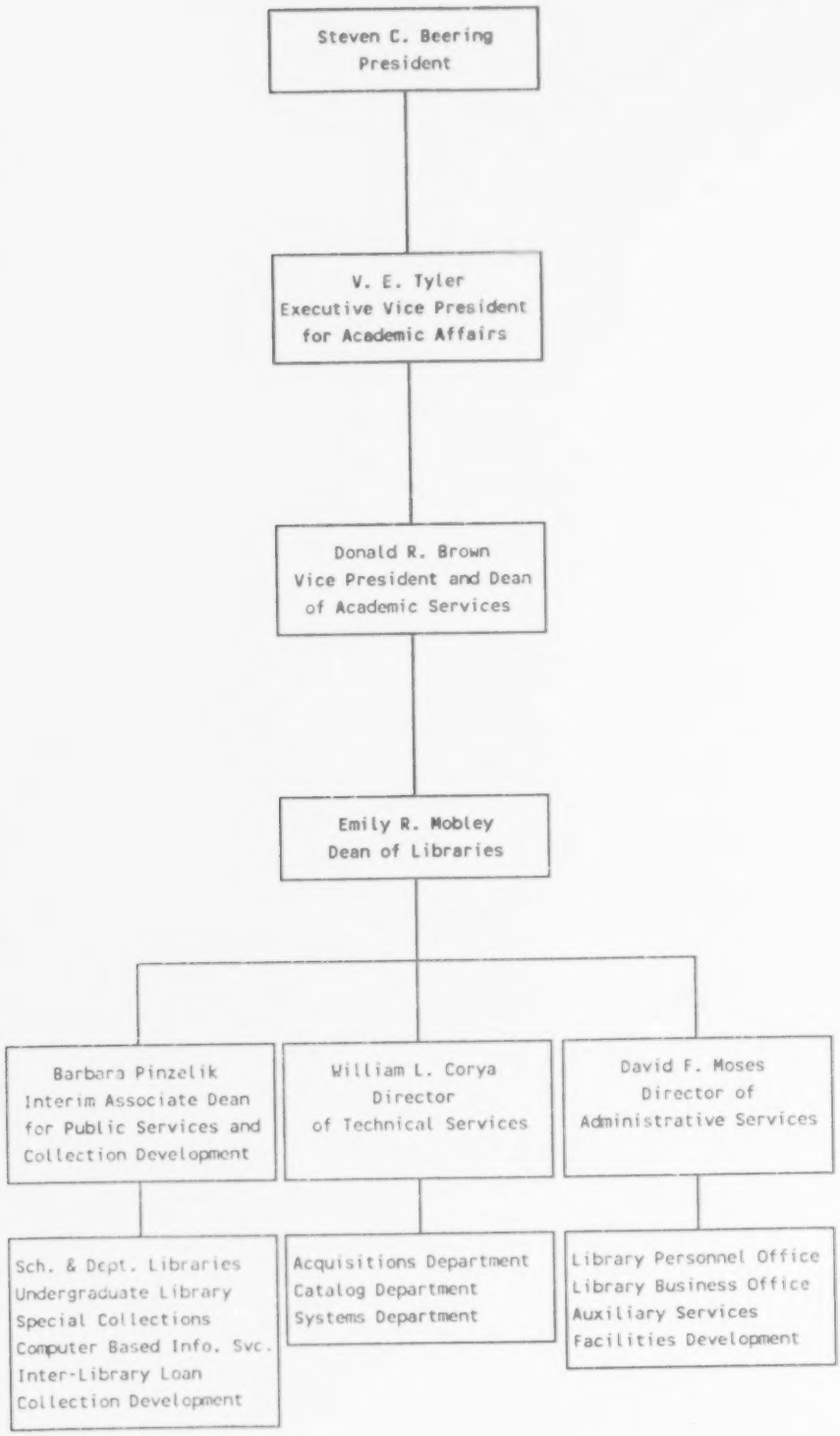
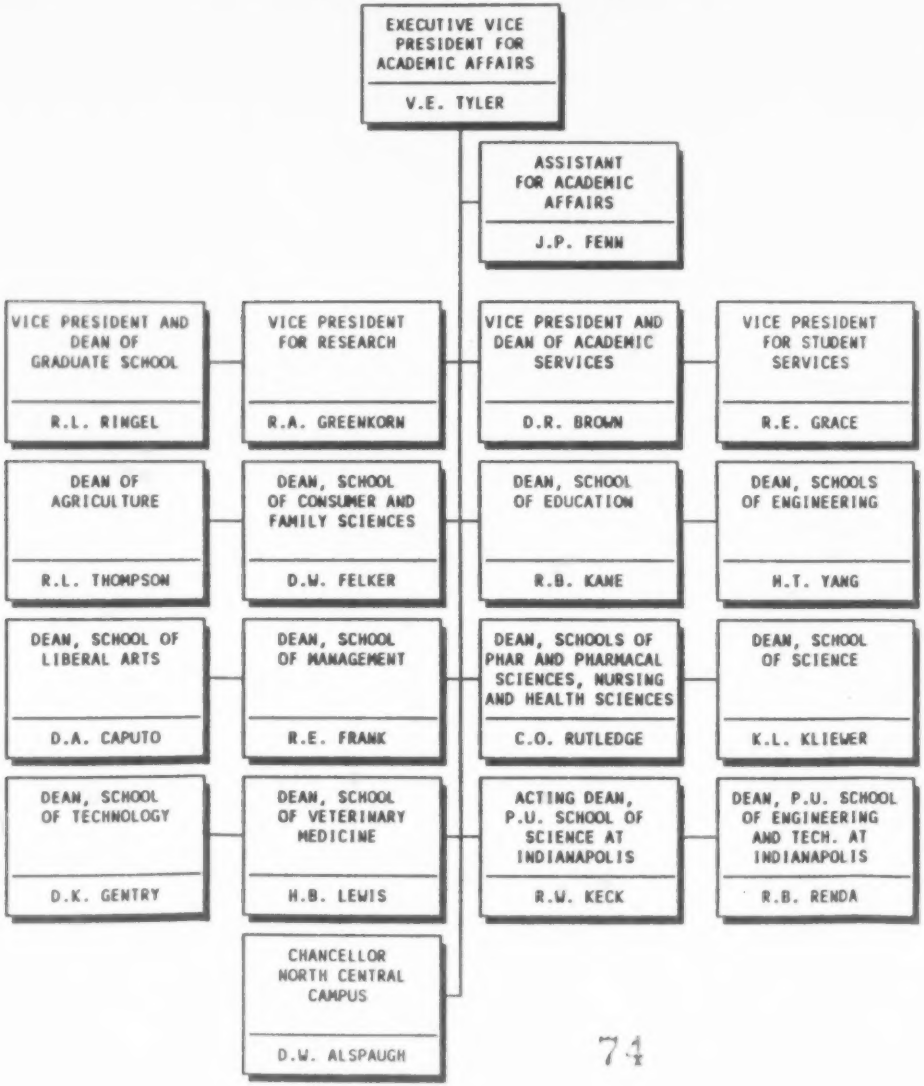
THE LIBRARIES OF PURDUE UNIVERSITY
Table of Organization

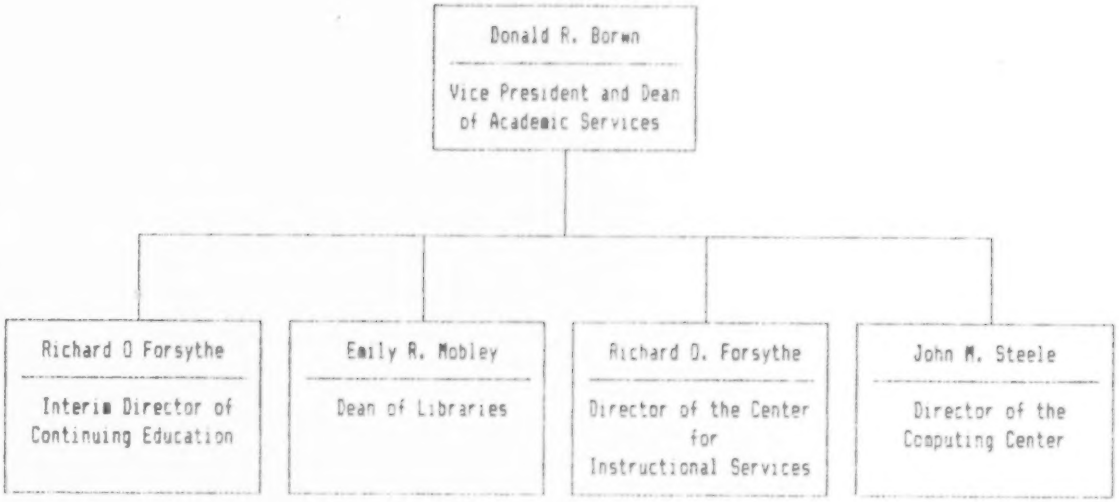


September 1989

OFFICE OF EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

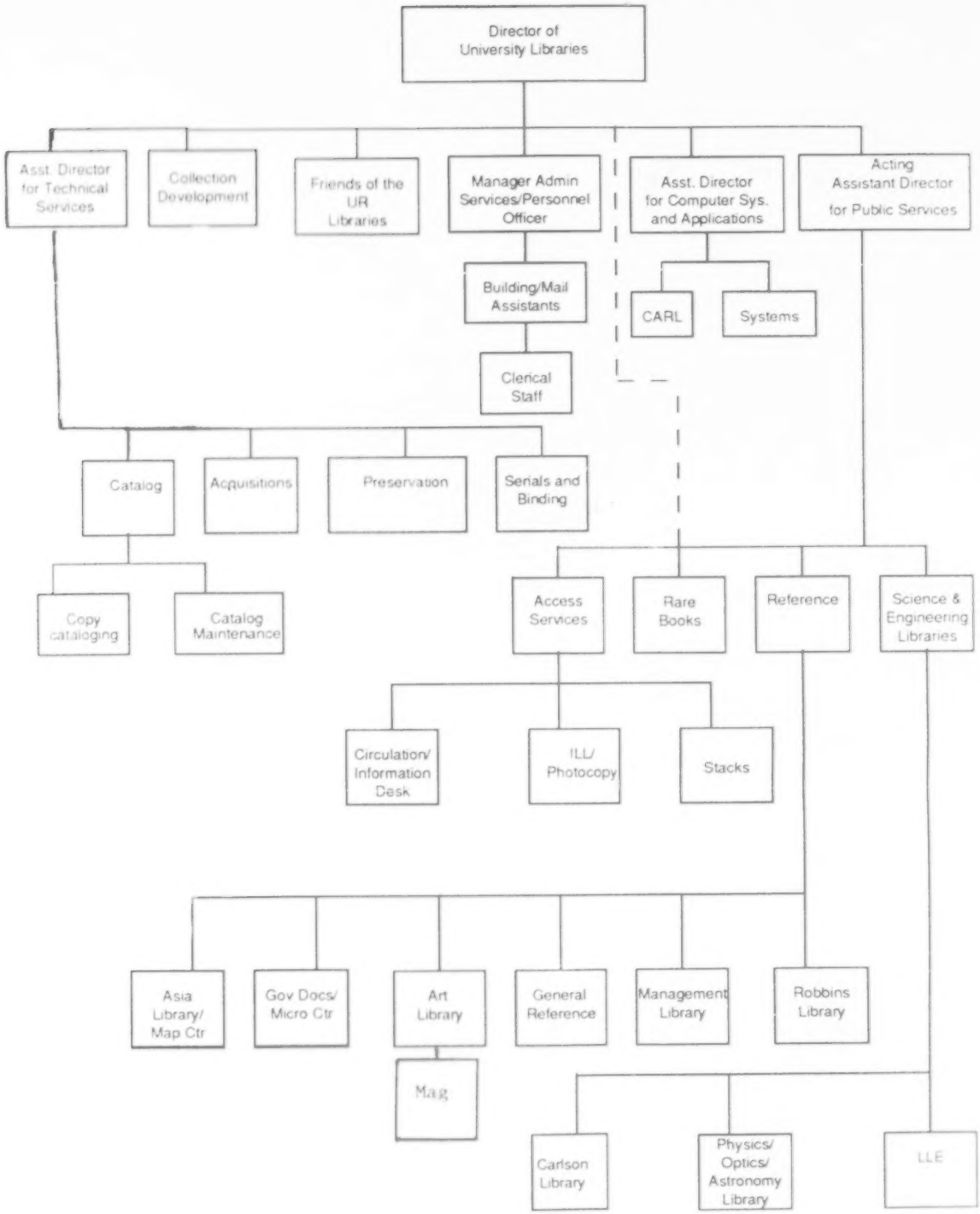


OFFICE OF THE VICE PRESIDENT AND DEAN
OF ACADEMIC SERVICES


Donald R. Borwn
Vice President and Dean of Academic Services
Richard O Forsythe
Interim Director of Continuing Education
Emily R. Mobley
Dean of Libraries
Richard O. Forsythe
Director of the Center for Instructional Services
John M. Steele
Director of the Computing Center

Rush Rhees Library

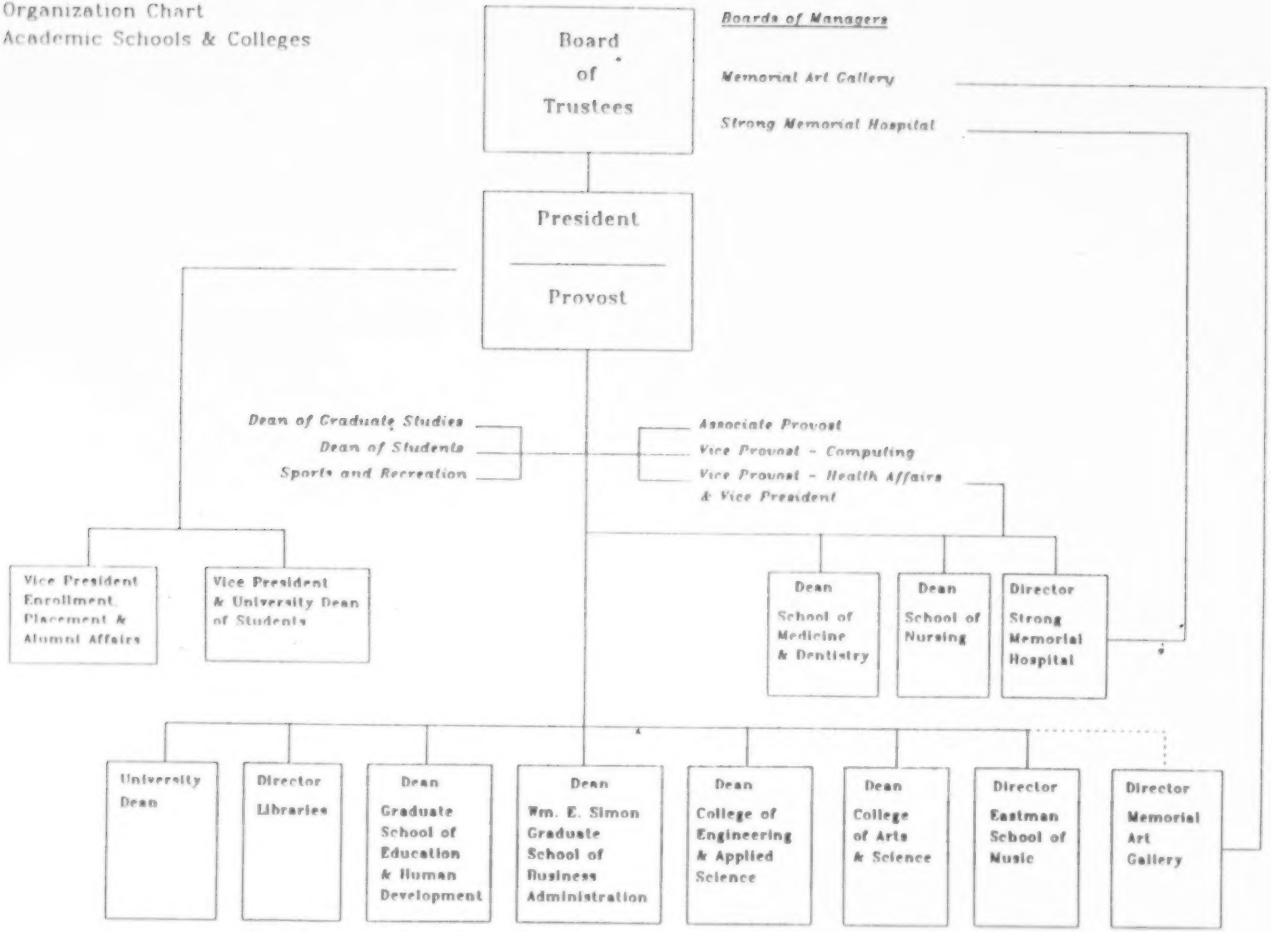
University of Rochester
River Campus Libraries
Organization Chart



11/90

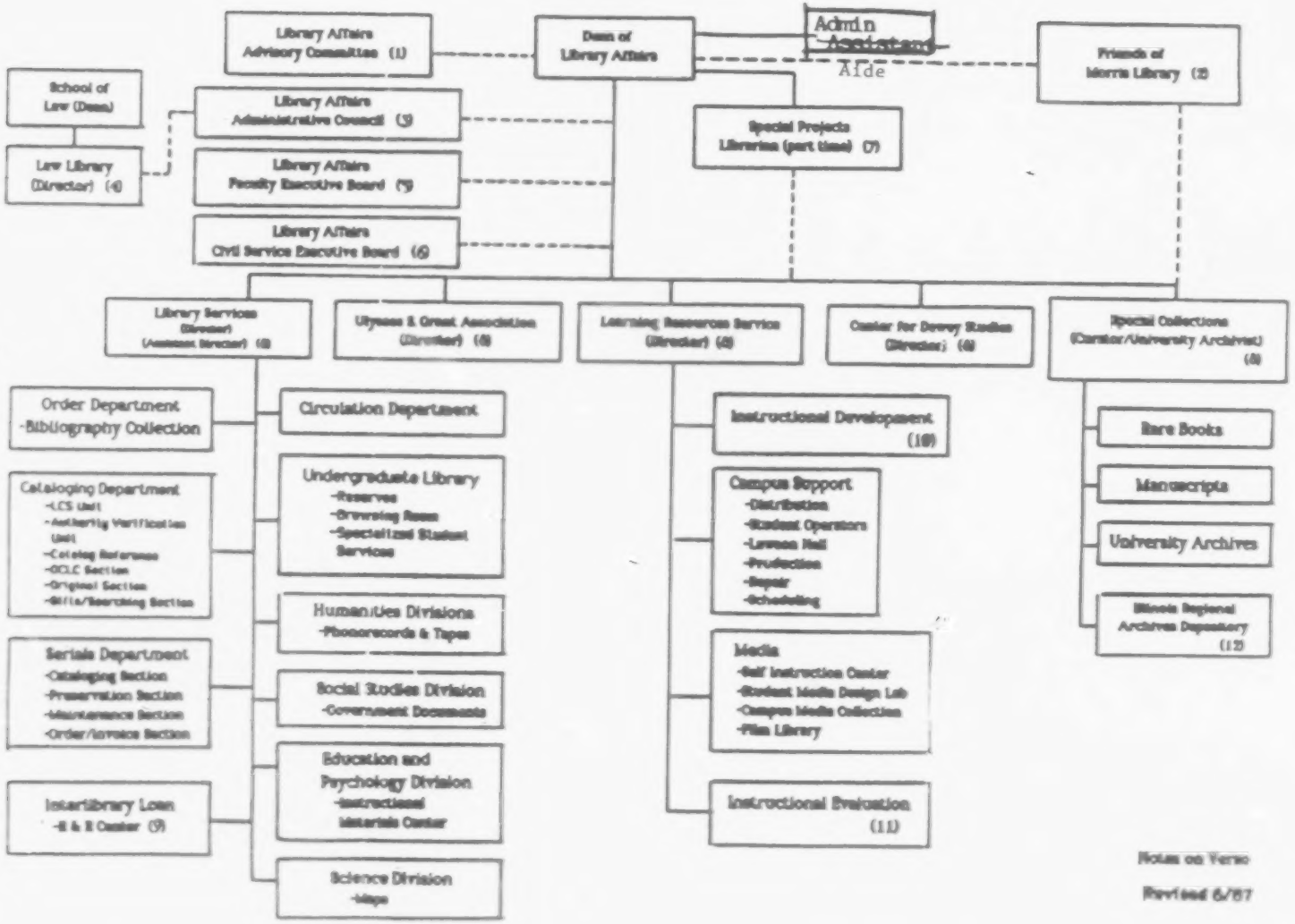
University of Rochester

Organization Chart
Academic Schools & Colleges


Board of Trustees
Boards of Managers
Memorial Art Gallery
Strong Memorial Hospital
President
Provost
Dean of Graduate Studies
Dean of Students
Sports and Recreation
Associate Provost
Vice Provost - Computing
Vice Provost - Health Affairs & Vice President
Vice President Enrollment, Placement & Alumni Affairs
Vice President & University Dean of Students
Dean School of Medicine & Dentistry
Dean School of Nursing
Director Strong Memorial Hospital
University Dean
Director Libraries
Dean Graduate School of Education & Human Development
Dean Wm. E. Simon Graduate School of Business Administration
Dean College of Engineering & Applied Science
Dean College of Arts & Science
Director Eastman School of Music
Director Memorial Art Gallery

As of January 1990

LIBRARY AFFAIRS
SOUTHERN ILLINOIS UNIVERSITY AT CARBONDALE
ORGANIZATION CHART



Notes on Verso

Revised 6/87

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Southern Illinois University

REFERENCES

(1) The Advisory Committee, jointly appointed by the Vice President for Academic Affairs and Research and the Dean of Library Affairs, is made up of two faculty members nominated by each of the following: Faculty Senate, Graduate Council, Deans' Council, Library Affairs Administrative Council; one person from Student Government, one from the Graduate and Professional Student Council, two from Administration, and five ex officio without vote from Library Affairs Administration. The Committee advises the Dean of Library Affairs.

(2) The Friends of Morris Library group shares a common interest in the library and works to provide support for acquiring significant books and collections and to increase the public's knowledge of Morris Library and its value as a research center.

(3) The Administrative Council is the coordinating and policy recommending body of Library Affairs, consisting of the Dean, Directors/Curator, and representatives from each department and division, the Faculty Executive Board, and the Civil Service Executive Board.

(4) The Law Library is under the administration of the Dean of the School of Law. Coordination with the campus library system is achieved by the Law Librarian attending and participating (without vote) in the Library Affairs Administrative Council.

(5) The Faculty Executive Board is the elected representative body of the Library Affairs faculty.

(6) The Civil Service Executive Board is the elected representative body of the Library Affairs civil service staff.

(7) The Special Projects Librarian is a part-time staff position reporting to the Dean, and is responsible for administrative support services; research, special programs and projects; liaison relationships with internal and external committees or agencies (as assigned); and coordination of library-related personnel and staff development activities.

(8) In regular operating and fiscal matters, departments and divisions within fiscal units report to the respective director. The Dean will be consulted in matters of policy and major operational changes.

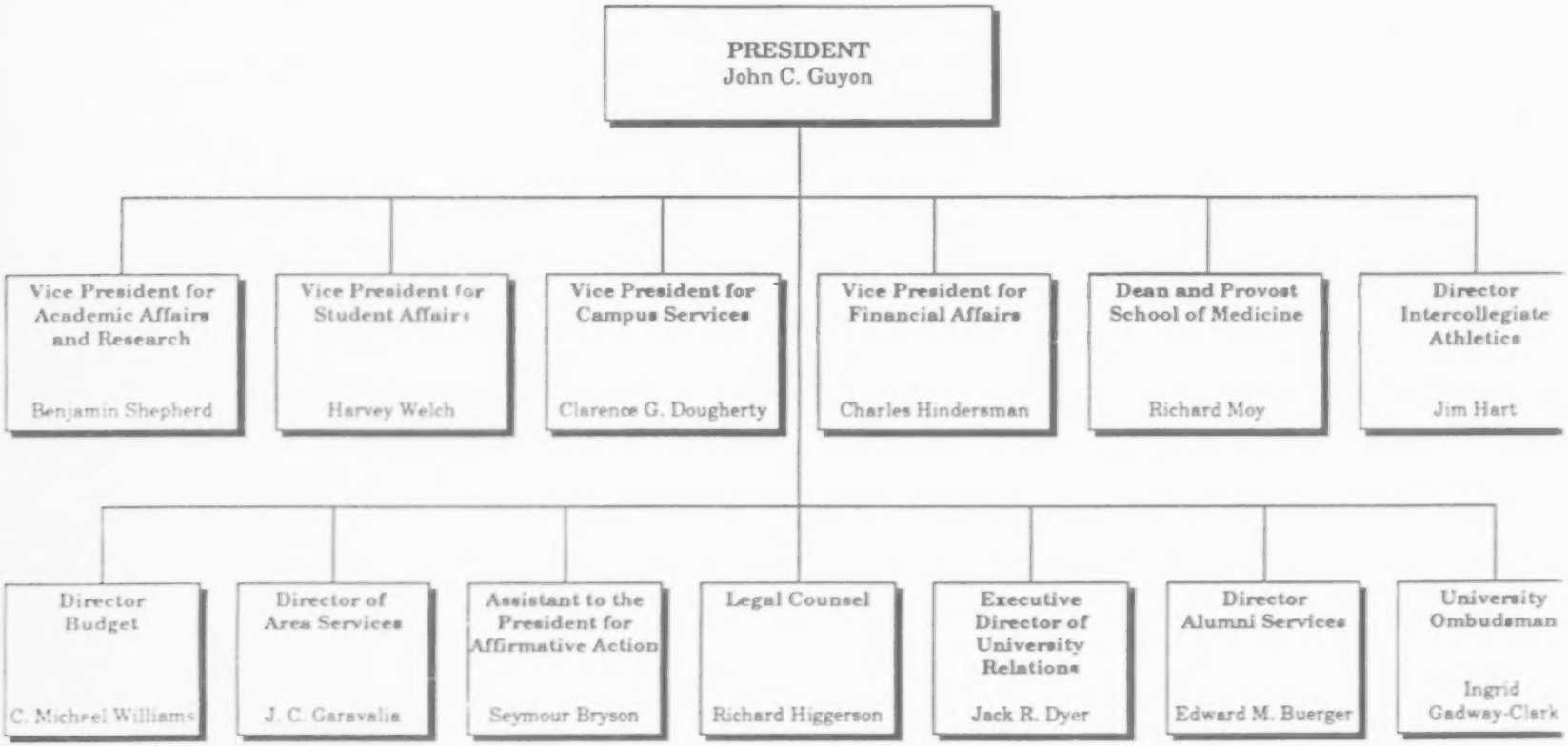
(9) SIU-C is one of the four Research and Reference (R&R) Centers funded by the Illinois Public Library Act to provide back-up library materials and reference service to the state-wide library network ILLINET.

(10) A program designed for cooperative work with LRS faculty and other university faculty for instructional improvement.

(11) Instructional Evaluation includes the optical scanning, student evaluation, and test analysis programs.

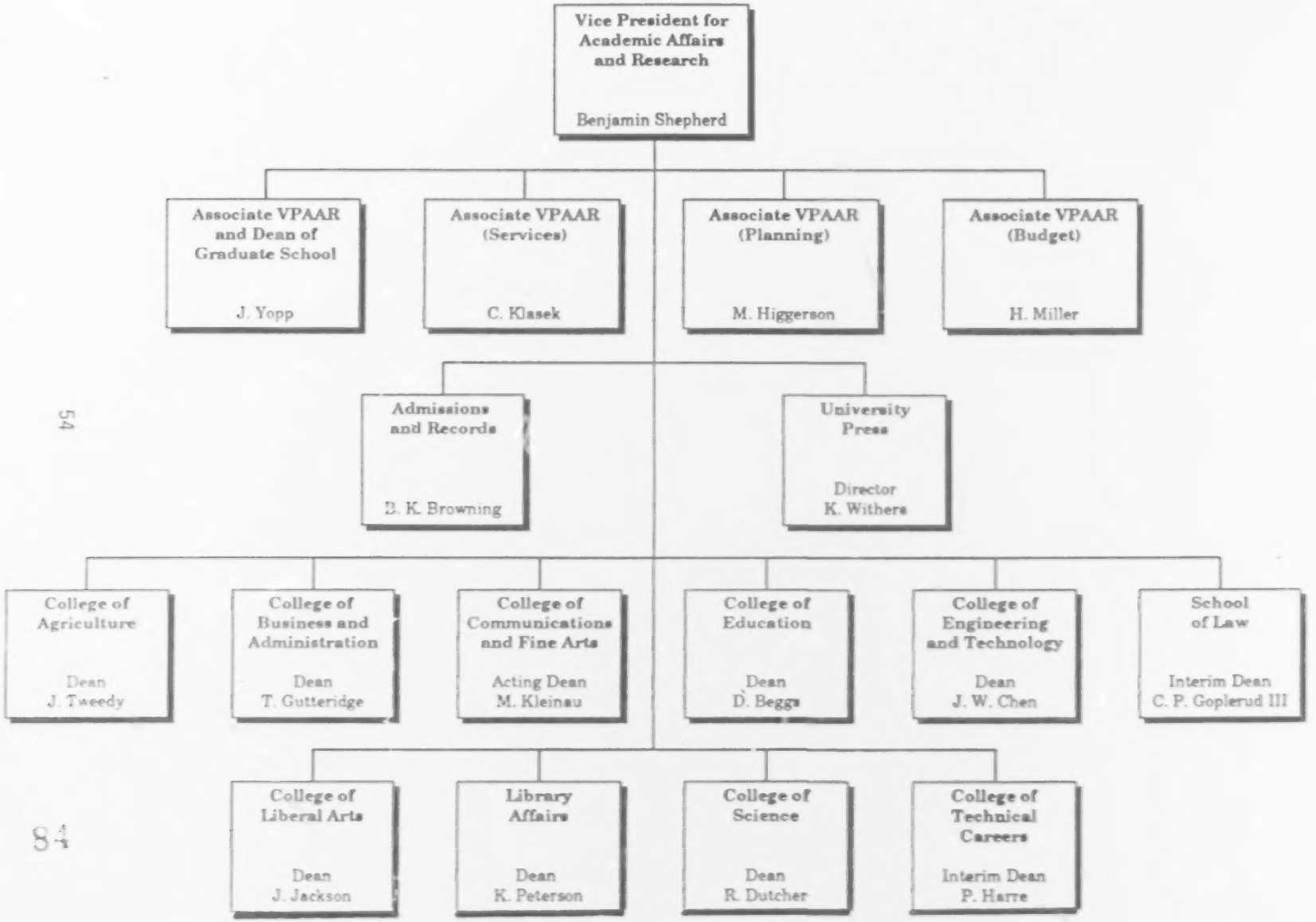
(12) SIU-C is one of six Illinois Regional Archives Depository (IRAD) centers, administered by the Illinois State Archives, with responsibility to collect and preserve governmental records. SIUC has responsibility for materials from the twenty-three southernmost counties in Illinois. Coordination of the program is provided by Special Collections.

OFFICE OF THE PRESIDENT
Organizational Structure

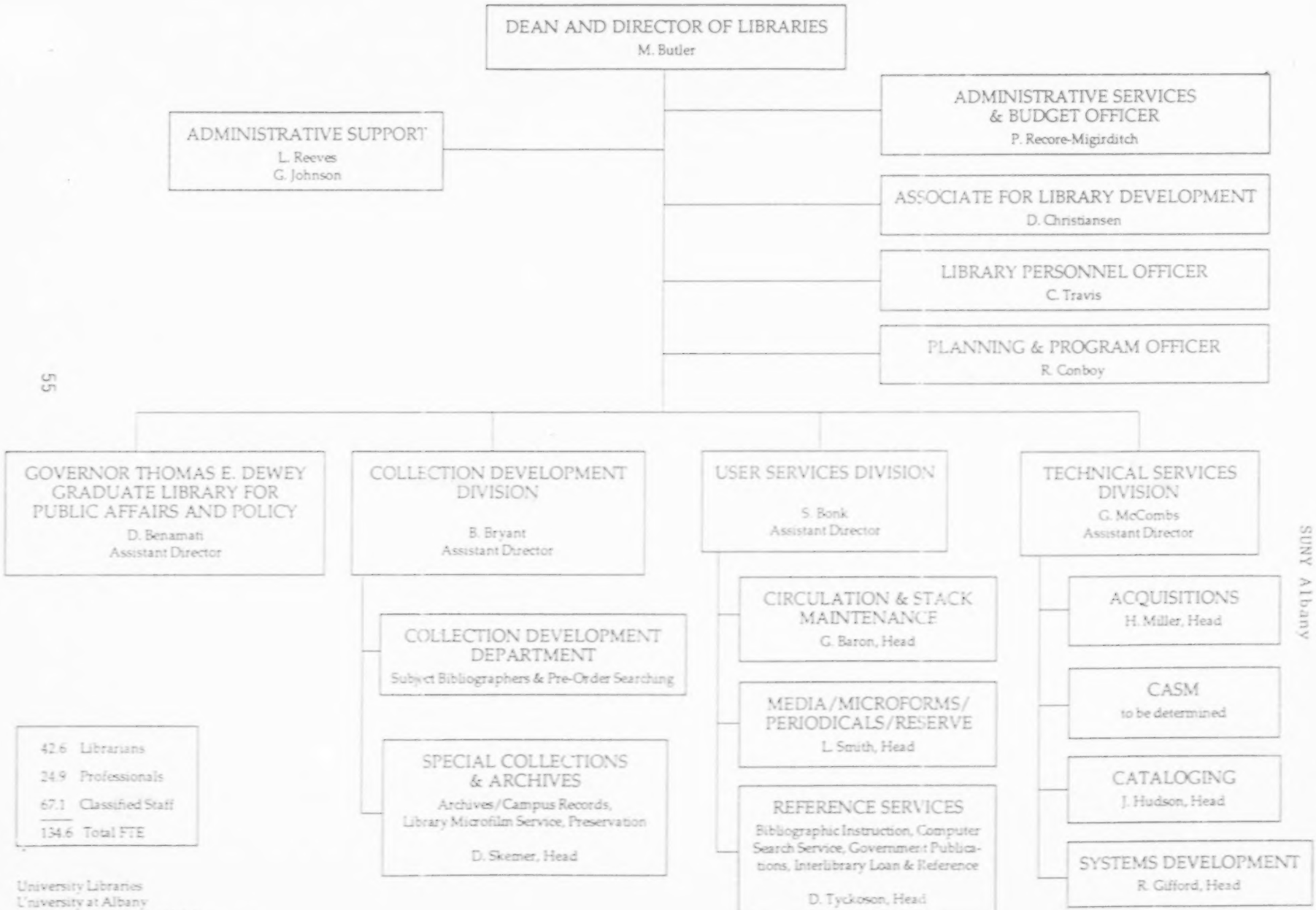


ACADEMIC AFFAIRS AND RESEARCH

Organizational Structure

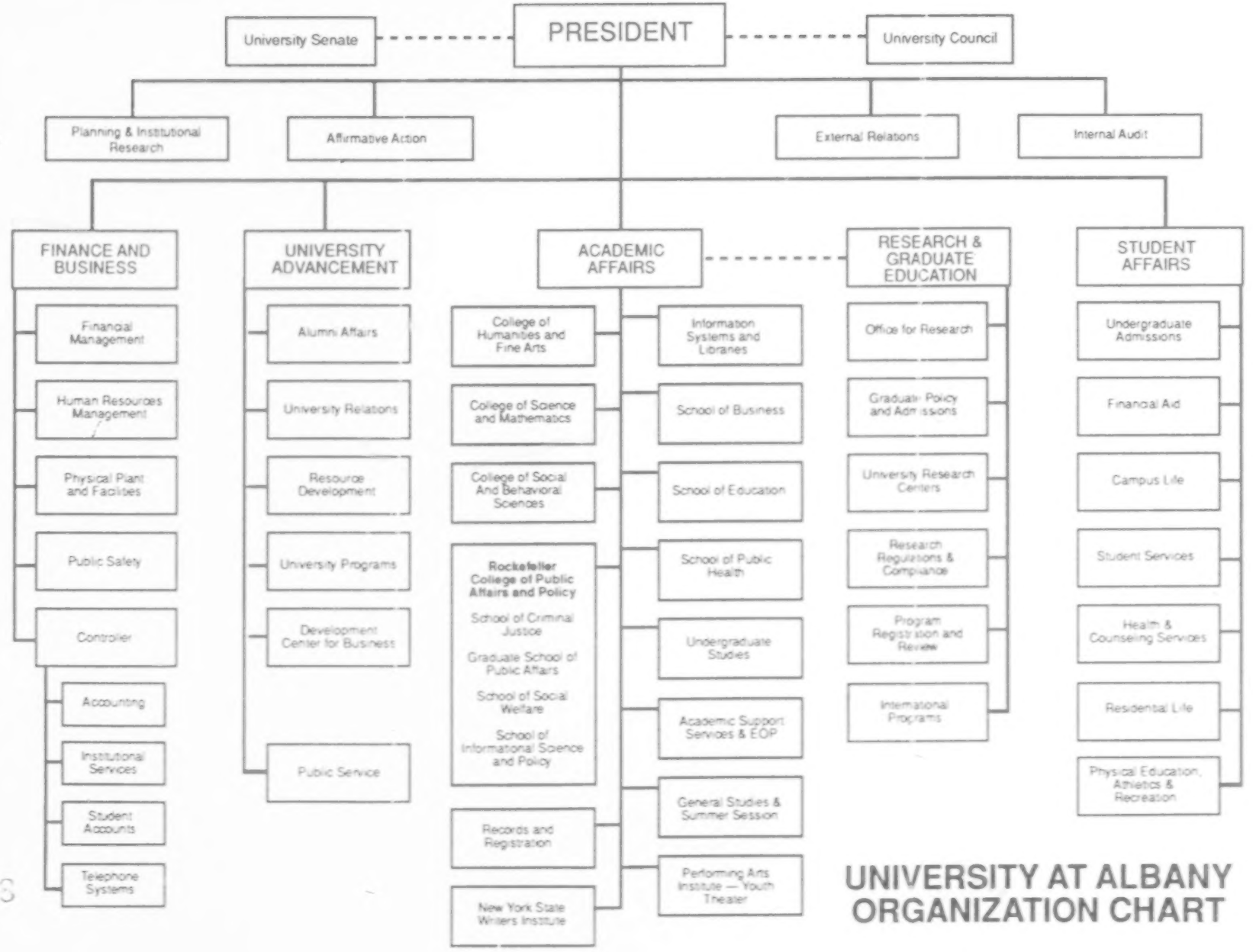


UNIVERSITY LIBRARIES



42.6	Librarians
24.9	Professionals
67.1	Classified Staff
134.6	Total FTE

University Libraries
University at Albany
State University of New York
10/1/90

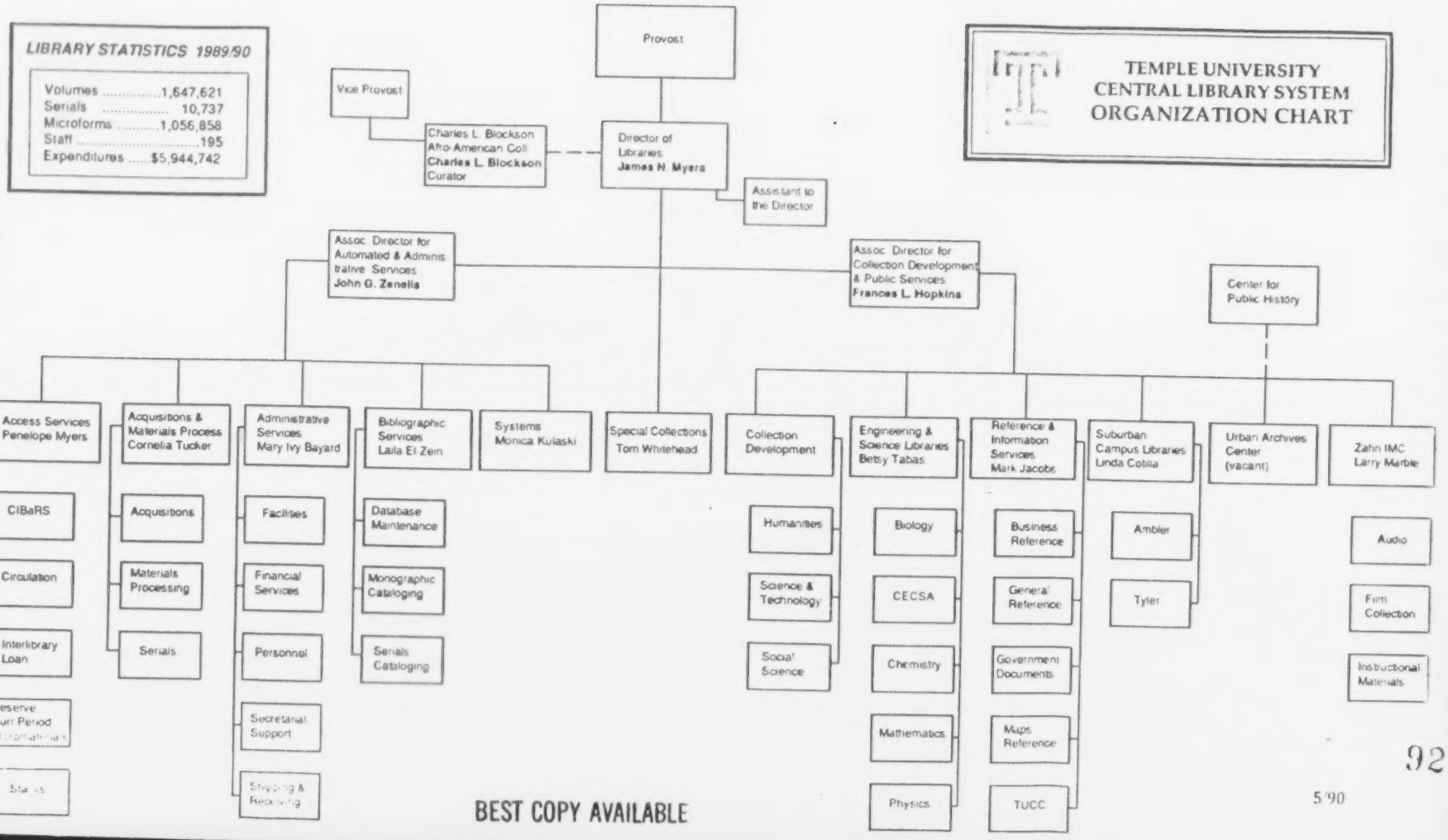


UNIVERSITY AT ALBANY ORGANIZATION CHART

September 1, 1989

UNIVERSITY LIBRARIES AND INFORMATION CENTERS

Library or Center	Governing College or Office	Chief Administrator
Central Library System	Office of the Director of Libraries	Provost
Klein Law Library	School of Law	Provost
Health Sciences Center Libraries	School of Medicine	Dean & Vice President School of Medicine
Blitman Reading Room	School of Communications & Theatre	Provost
Institute on Aging Library	Office of Vice Provost for Research & Grad. Studies	Provost
Presser Learning Center	Esther Boyer College of Music	Provost
Social Science Data Library	College of Arts & Sciences	Provost
HPERD Library	College of HPERD	Provost
Miscellaneous Media Resource Centers	Various	Provost



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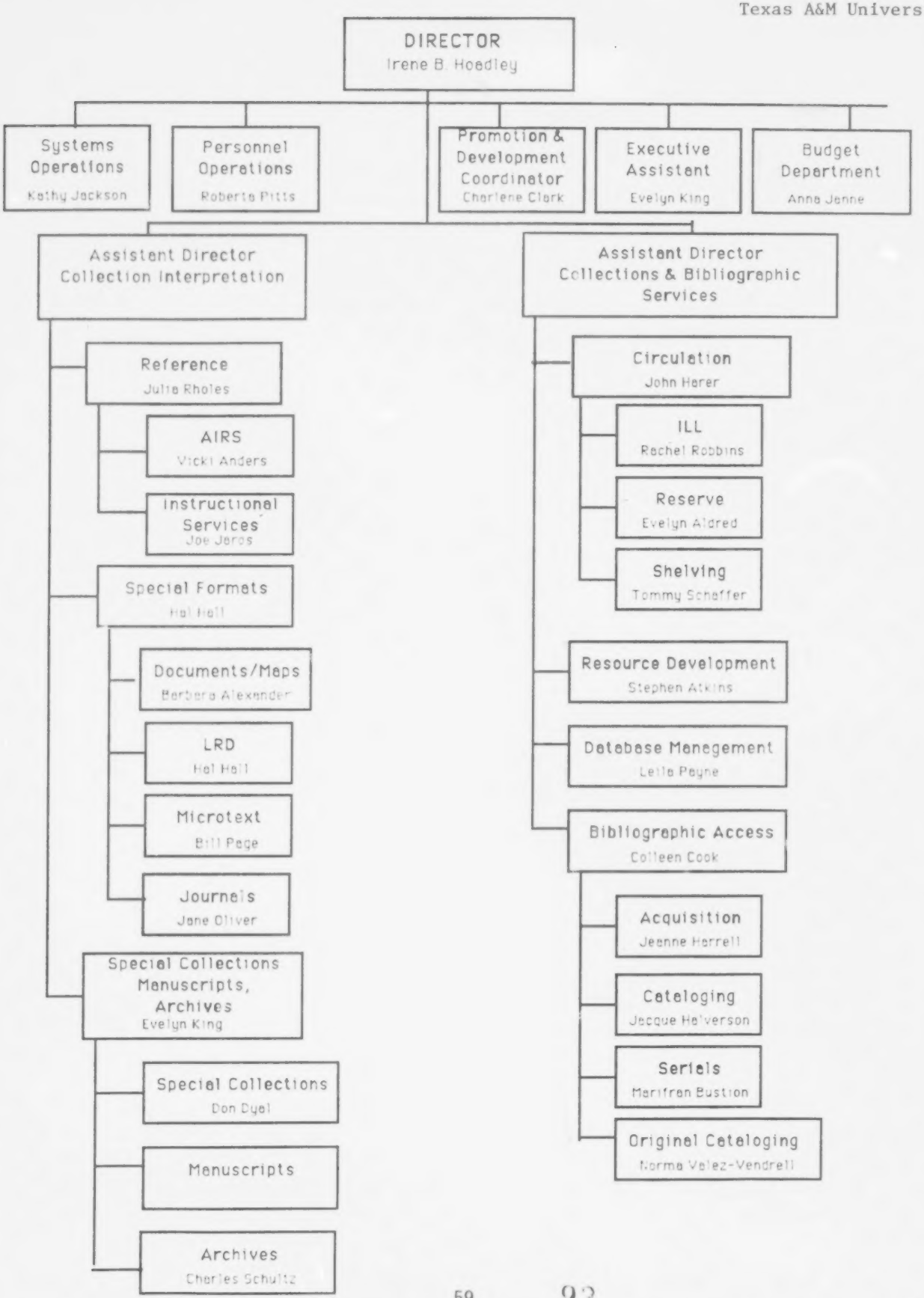
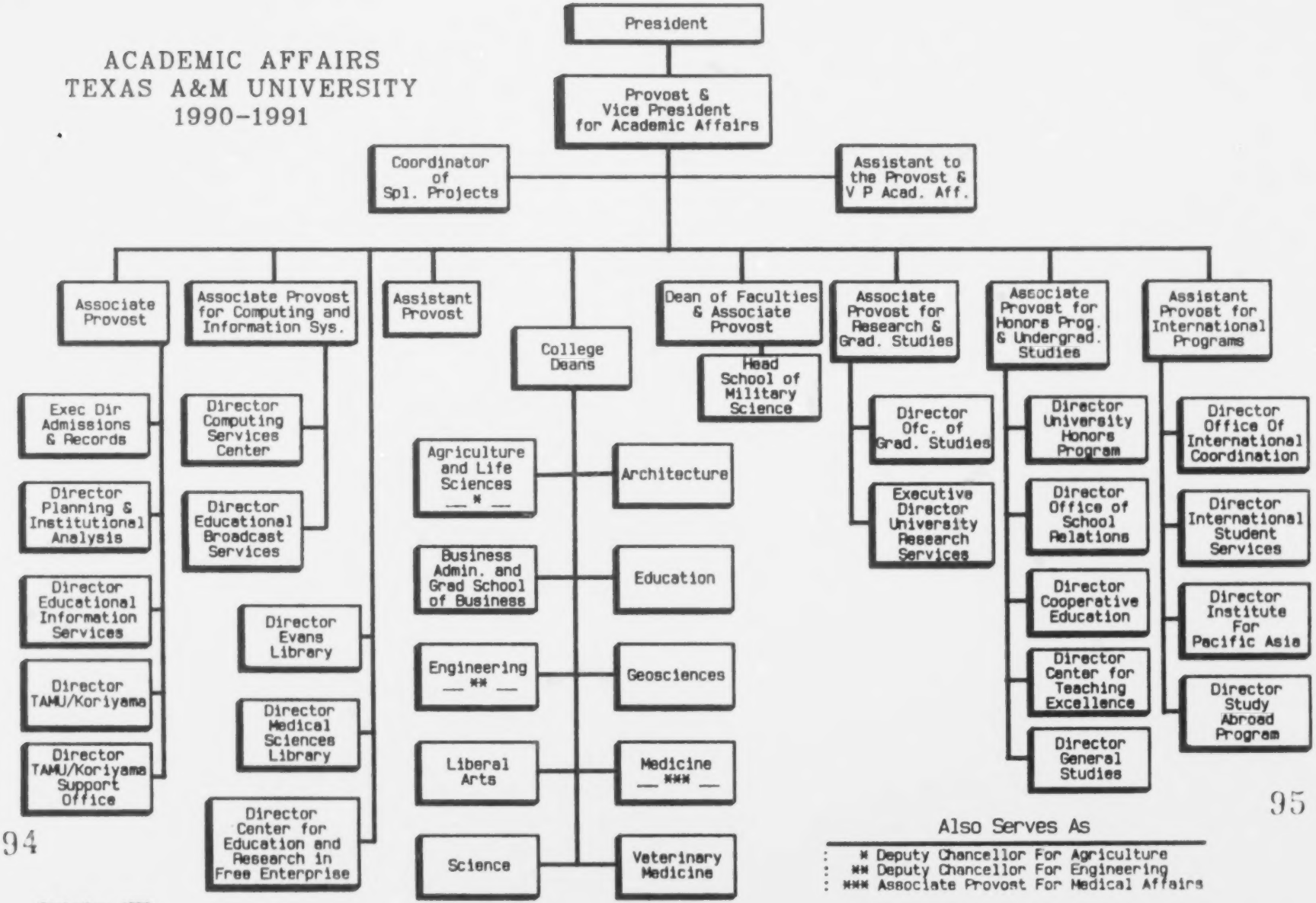

DIRECTOR
Irene B. Hoadley
Systems Operations
Kathy Jackson
Personnel Operations
Roberta Pitts
Promotion & Development Coordinator
Charlene Clark
Executive Assistant
Evelyn King
Budget Department
Anne Jenne
Assistant Director Collection Interpretation
Reference
Julia Rholes
AIRS
Vicki Anders
Instructional Services
Joe Jeros
Special Formats
Hal Hall
Documents/Maps
Barbara Alexander
LRD
Hal Hall
Microtext
Bill Page
Journals
Jane Oliver
Special Collections Manuscripts, Archives
Evelyn King
Special Collections
Don Dyal
Manuscripts
Archives
Charles Schultz
Assistant Director Collections & Bibliographic Services
Circulation
John Harer
ILL
Rachel Robbins
Reserve
Evelyn Aldred
Shelving
Tommy Schaffer
Resource Development
Stephen Atkins
Database Management
Leila Payne
Bibliographic Access
Colleen Cook
Acquisition
Jeanne Harrell
Cataloging
Jacque Halverson
Serials
Marifran Bustion
Original Cataloging
Norma Velez-Vendrell

ACADEMIC AFFAIRS
TEXAS A&M UNIVERSITY
1990-1991


President
Provost & Vice President for Academic Affairs
Coordinator of Spl. Projects
Assistant to the Provost & V P Acad. Aff.
Associate Provost
Exec Dir Admissions & Records
Director Planning & Institutional Analysis
Director Educational Information Services
Director TAMU/Koriyama
Director TAMU/Koriyama Support Office
Associate Provost for Computing and Information Sys.
Director Computing Services Center
Director Educational Broadcast Services
Director Evans Library
Director Medical Sciences Library
Director Center for Education and Research in Free Enterprise
Assistant Provost
College Deans
Agriculture and Life Sciences *
Business Admin. and Grad School of Business
Engineering **
Liberal Arts
Science
Architecture
Education
Geosciences
Medicine ***
Veterinary Medicine
Dean of Faculties & Associate Provost
Head School of Military Science
Associate Provost for Research & Grad. Studies
Director Ofc. of Grad. Studies
Executive Director University Research Services
Associate Provost for Honors Prog. & Undergrad. Studies
Director University Honors Program
Director Office of School Relations
Director Cooperative Education
Director Center for Teaching Excellence
Director General Studies
Assistant Provost for International Programs
Director Office Of International Coordination
Director International Student Services
Director Institute For Pacific Asia
Director Study Abroad Program

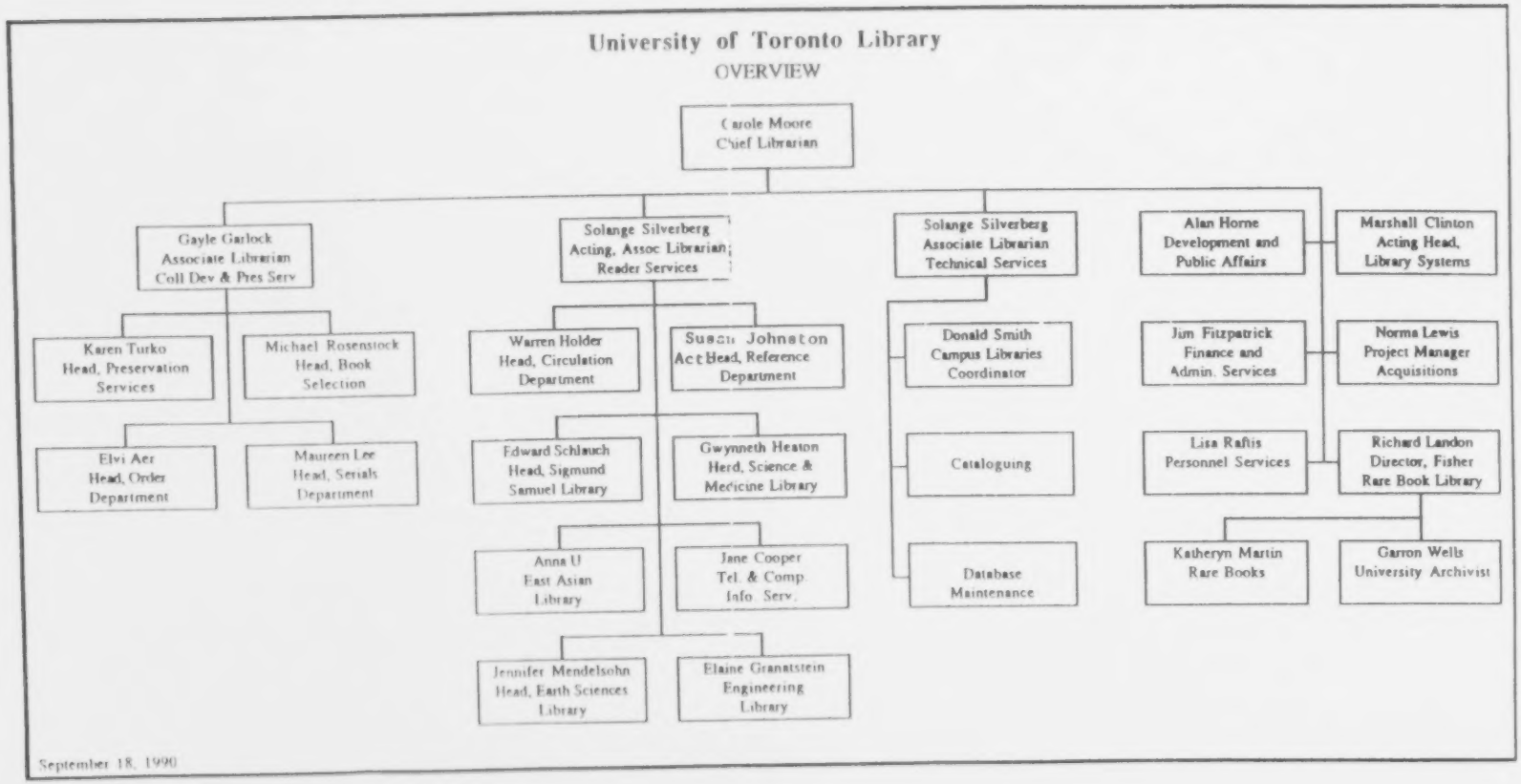
94

95

September 1990

Also Serves As

* Deputy Chancellor For Agriculture
** Deputy Chancellor For Engineering
*** Associate Provost For Medical Affairs



University of Toronto

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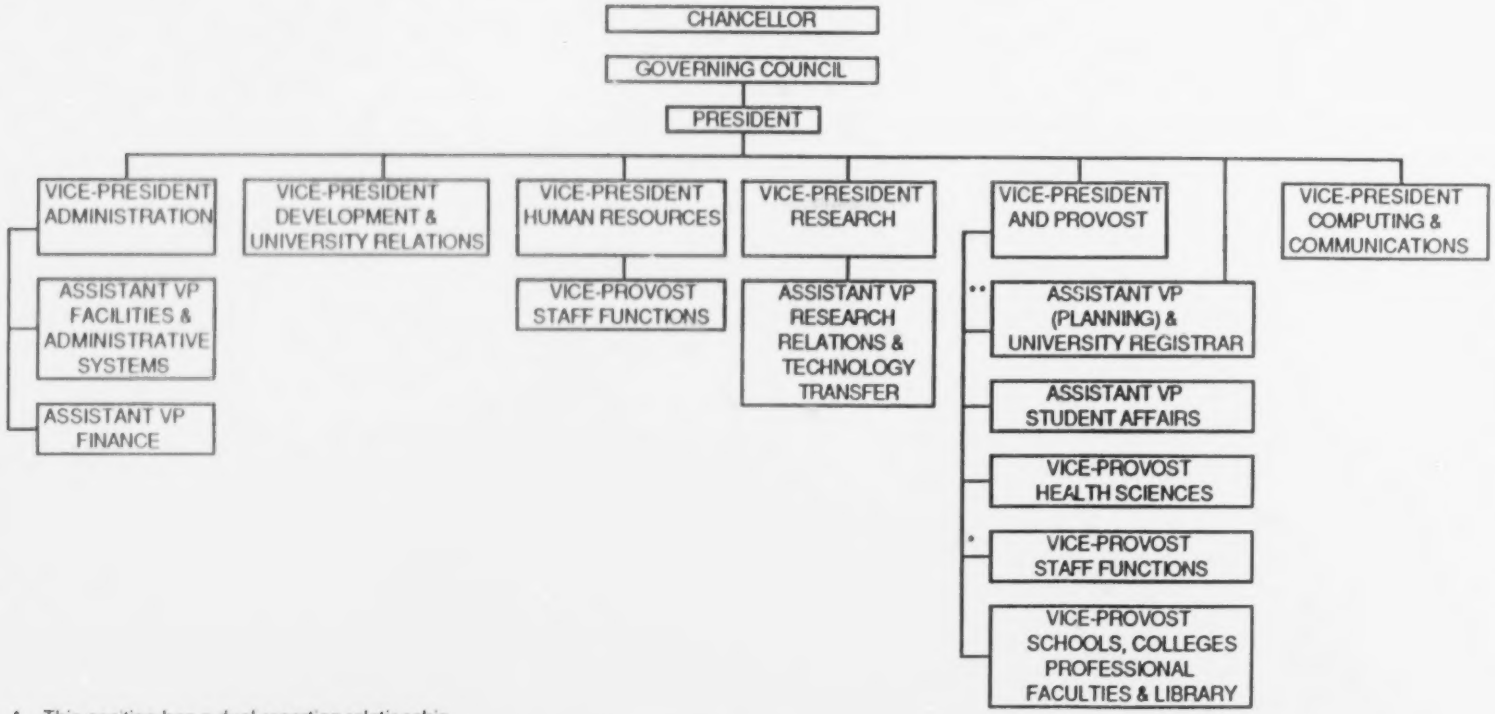
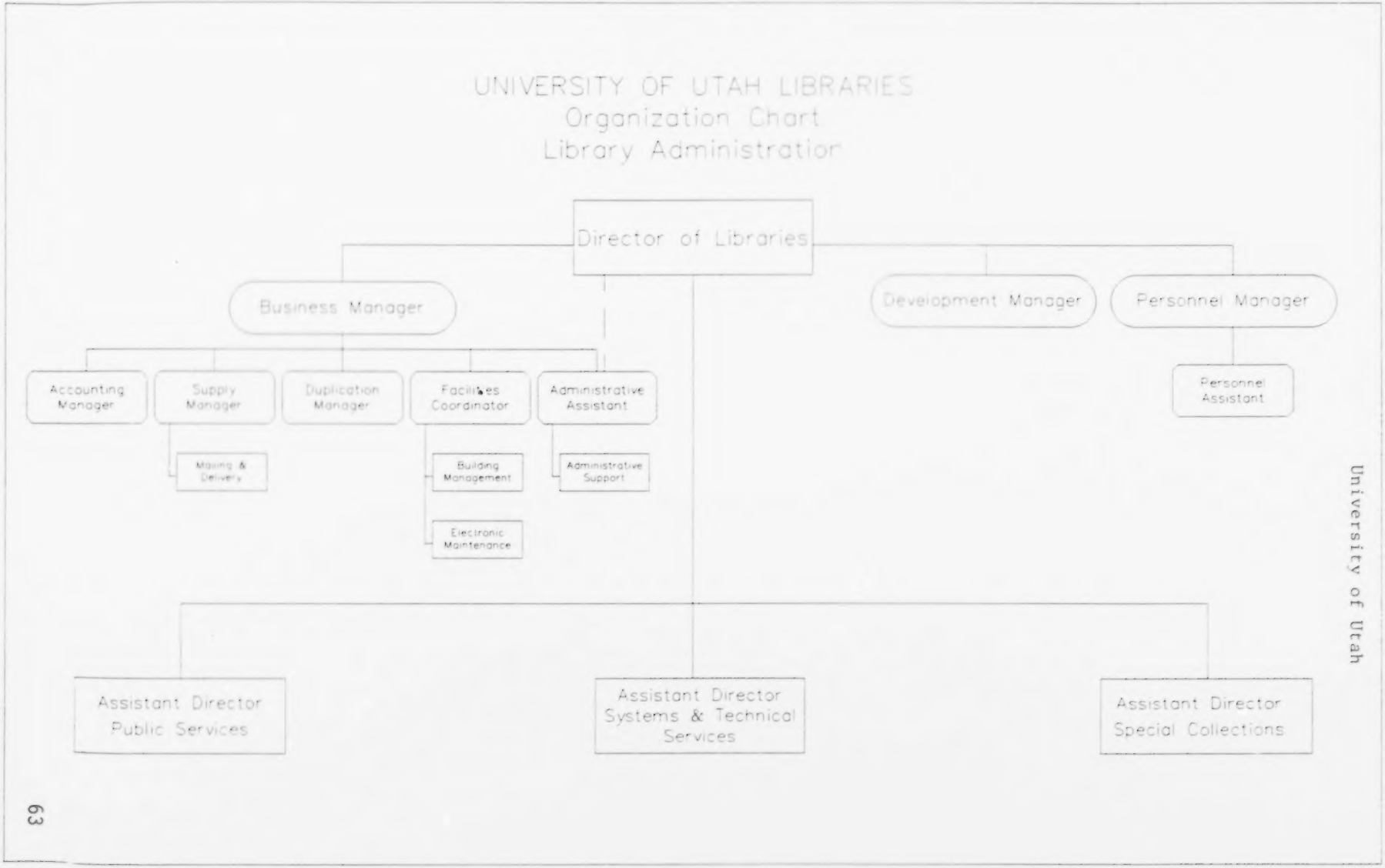
UNIVERSITY OF TORONTO
ORGANIZATION 1989-90

SENIOR ADMINISTRATION

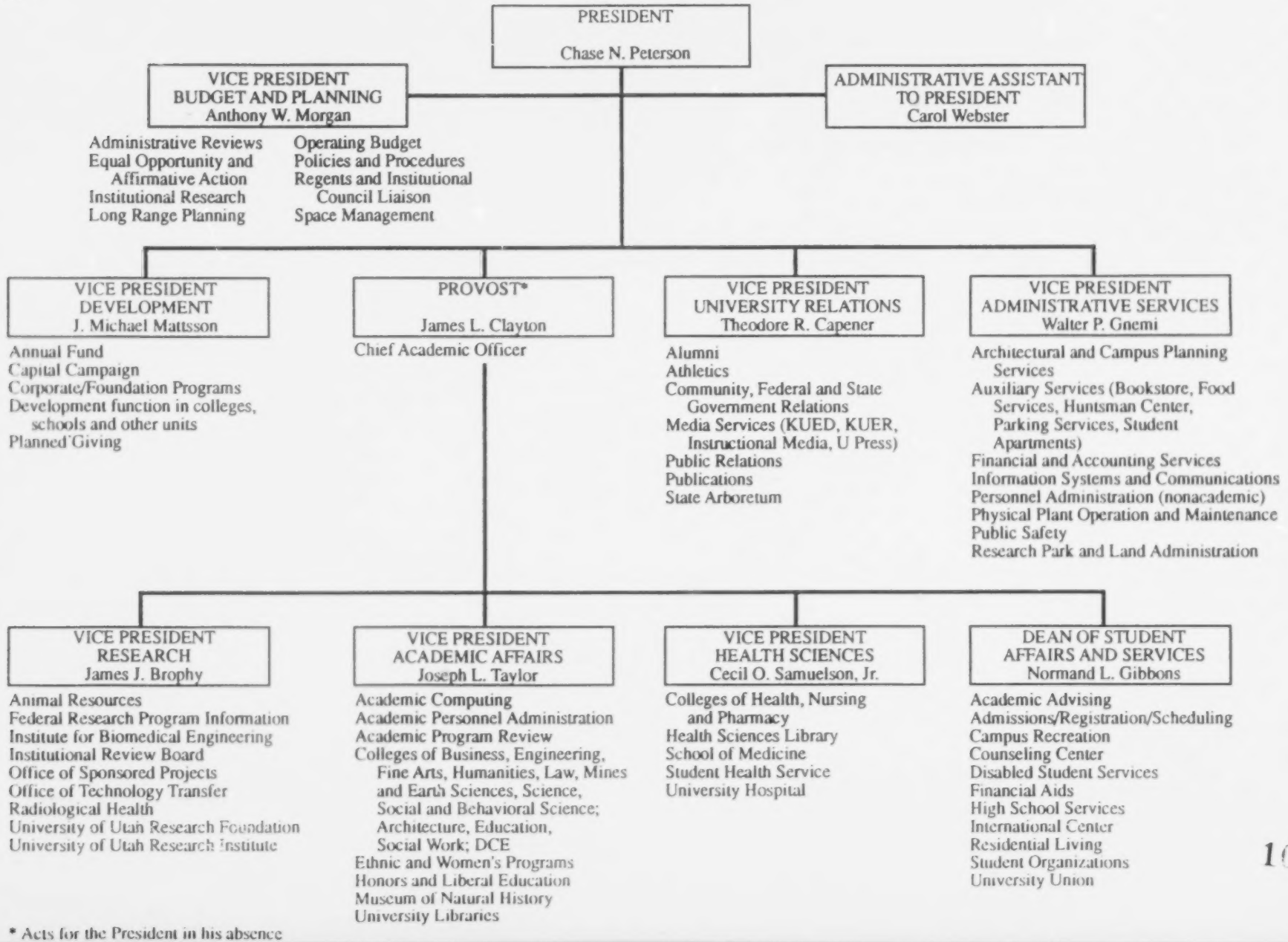


* This position has a dual reporting relationship.

** Currently the encumbent reports to the President in terms of Planning responsibilities and reports to the Vice-President and Provost in terms of Registrarial responsibilities.

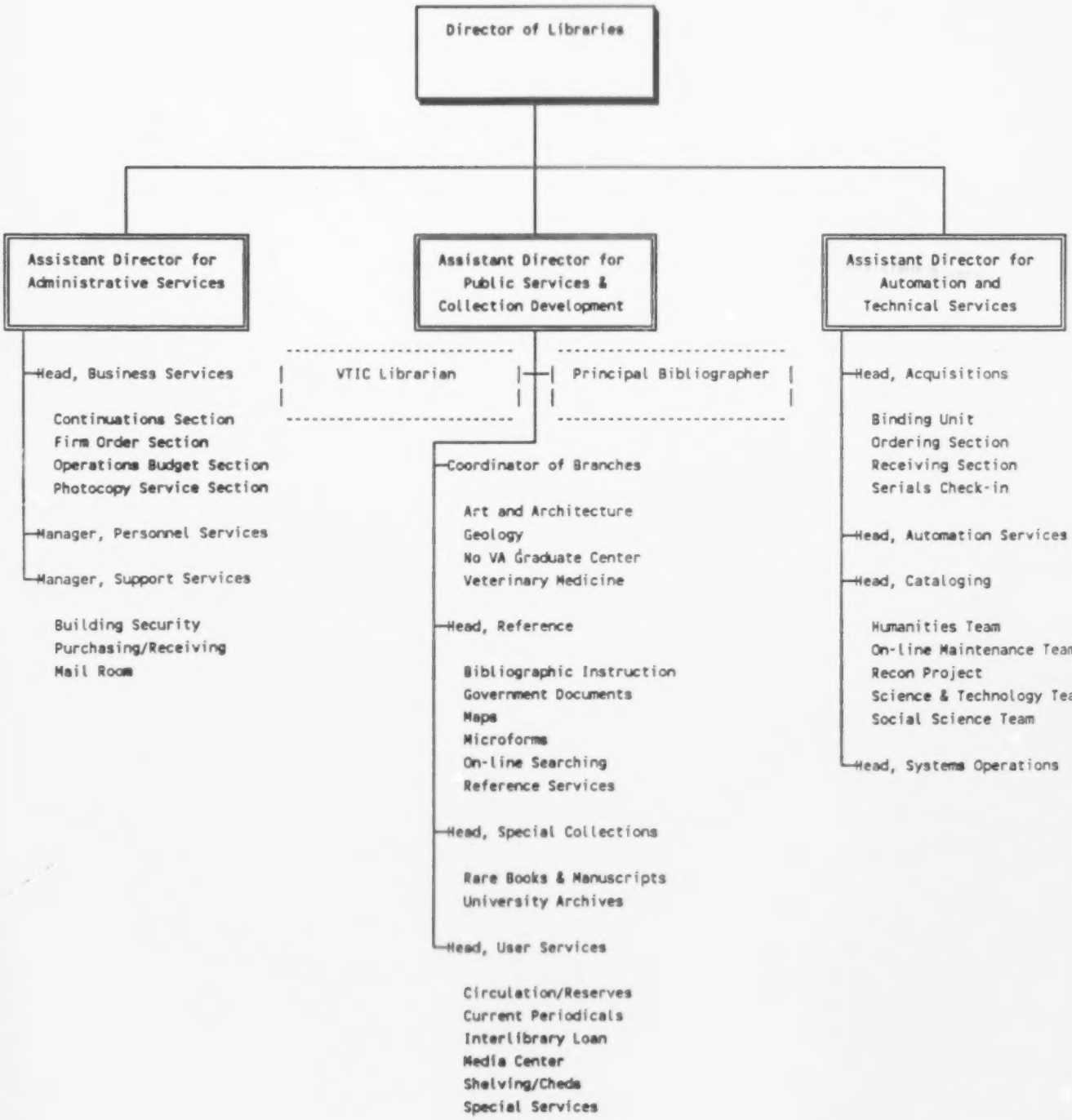

UNIVERSITY OF UTAH LIBRARIES
Organization Chart
Library Administration
Director of Libraries
Business Manager
Development Manager
Personnel Manager
Accounting Manager
Supply Manager
Duplication Manager
Facilities Coordinator
Administrative Assistant
Personnel Assistant
Mailing & Delivery
Building Management
Electronic Maintenance
Administrative Support
Assistant Director Public Services
Assistant Director Systems & Technical Services
Assistant Director Special Collections
University of Utah

UNIVERSITY OF UTAH
ORGANIZATIONAL CHART
OCTOBER 18, 1988



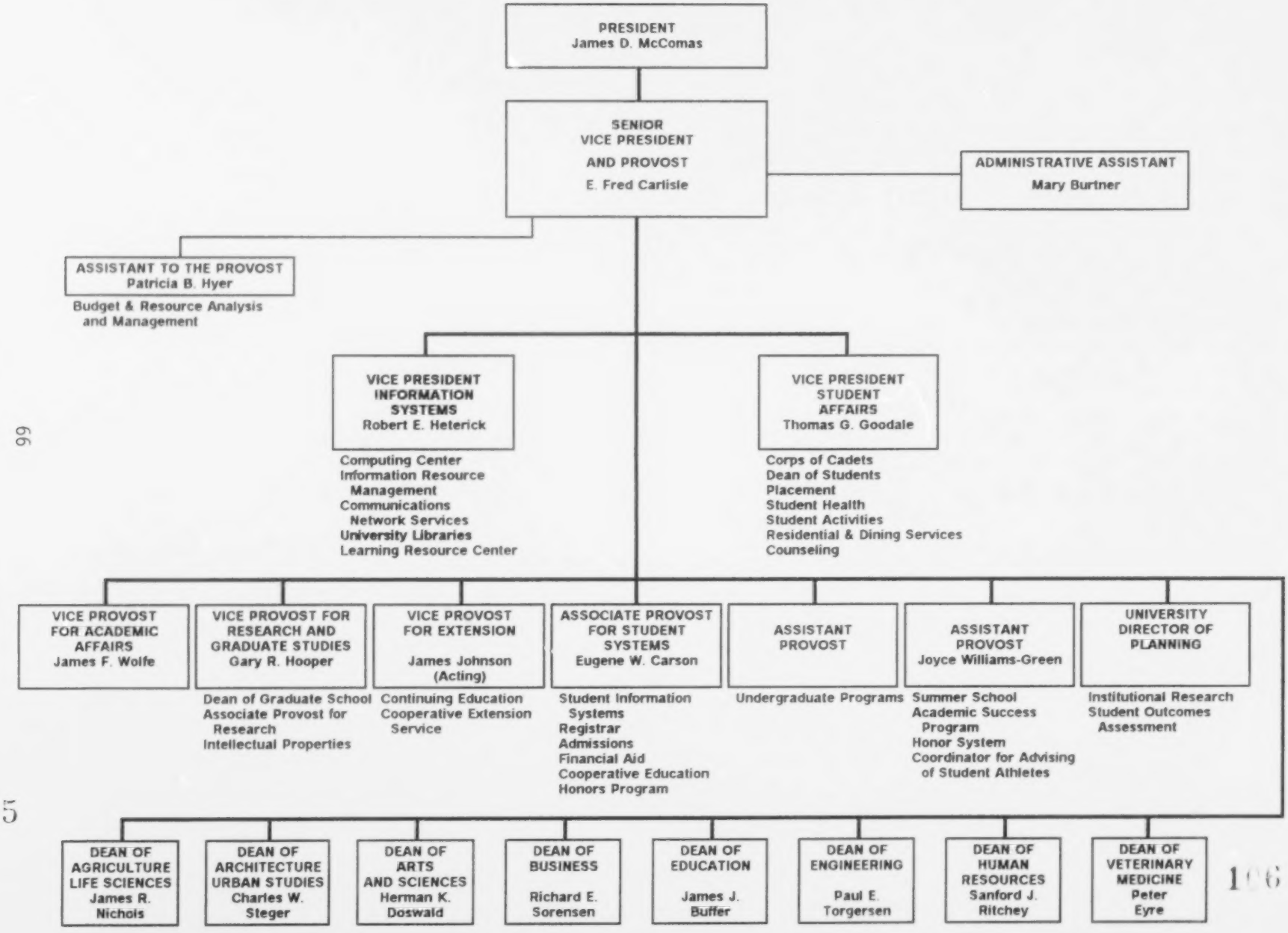
* Acts for the President in his absence

VIRGINIA POLYTECHNIC INSTITUTE
AND STATE UNIVERSITY
UNIVERSITY LIBRARIES



Revised 01/19/90
S M Nanney

Organizational Structure of the Office of Senior Vice President and Provost



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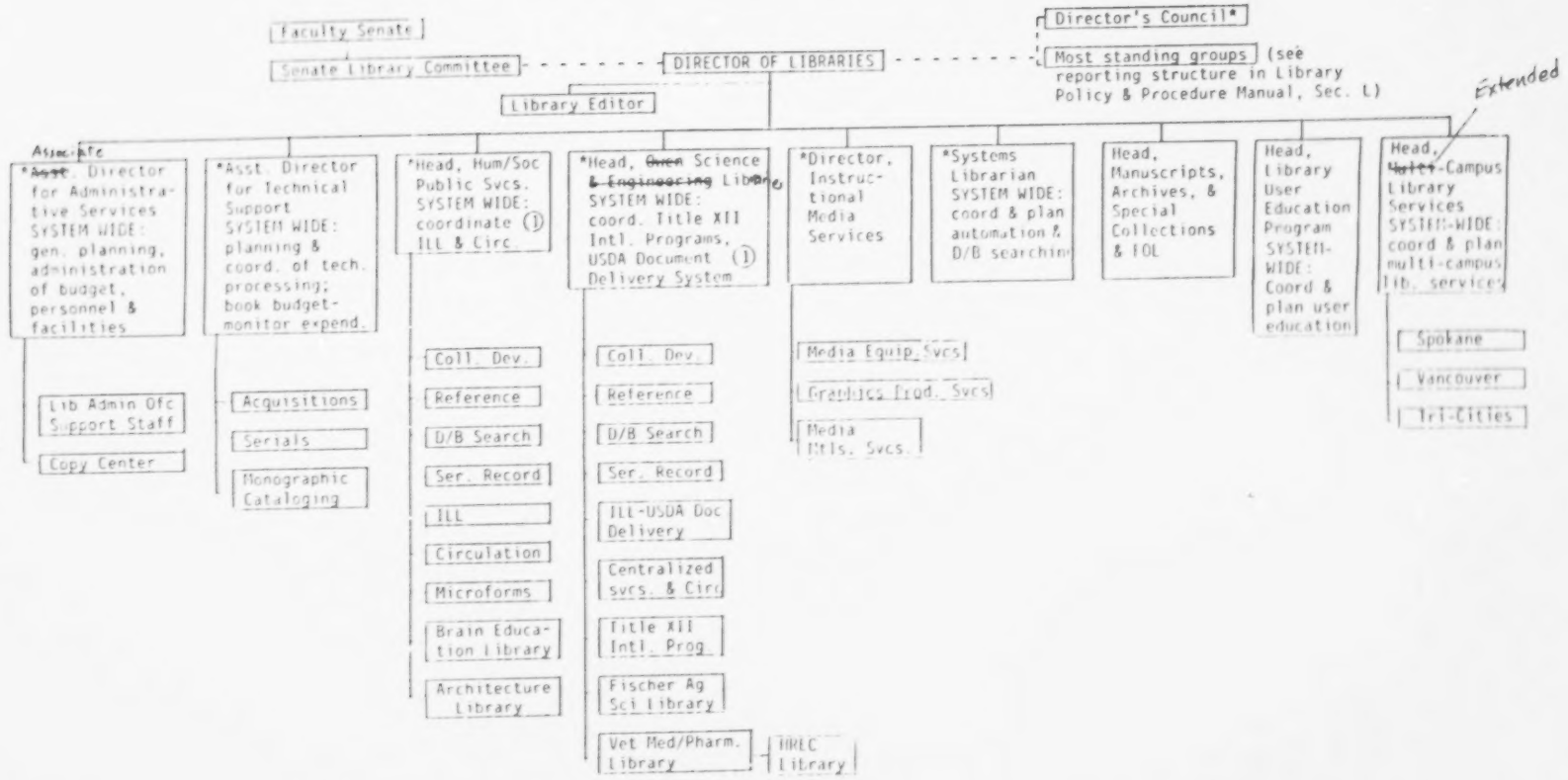
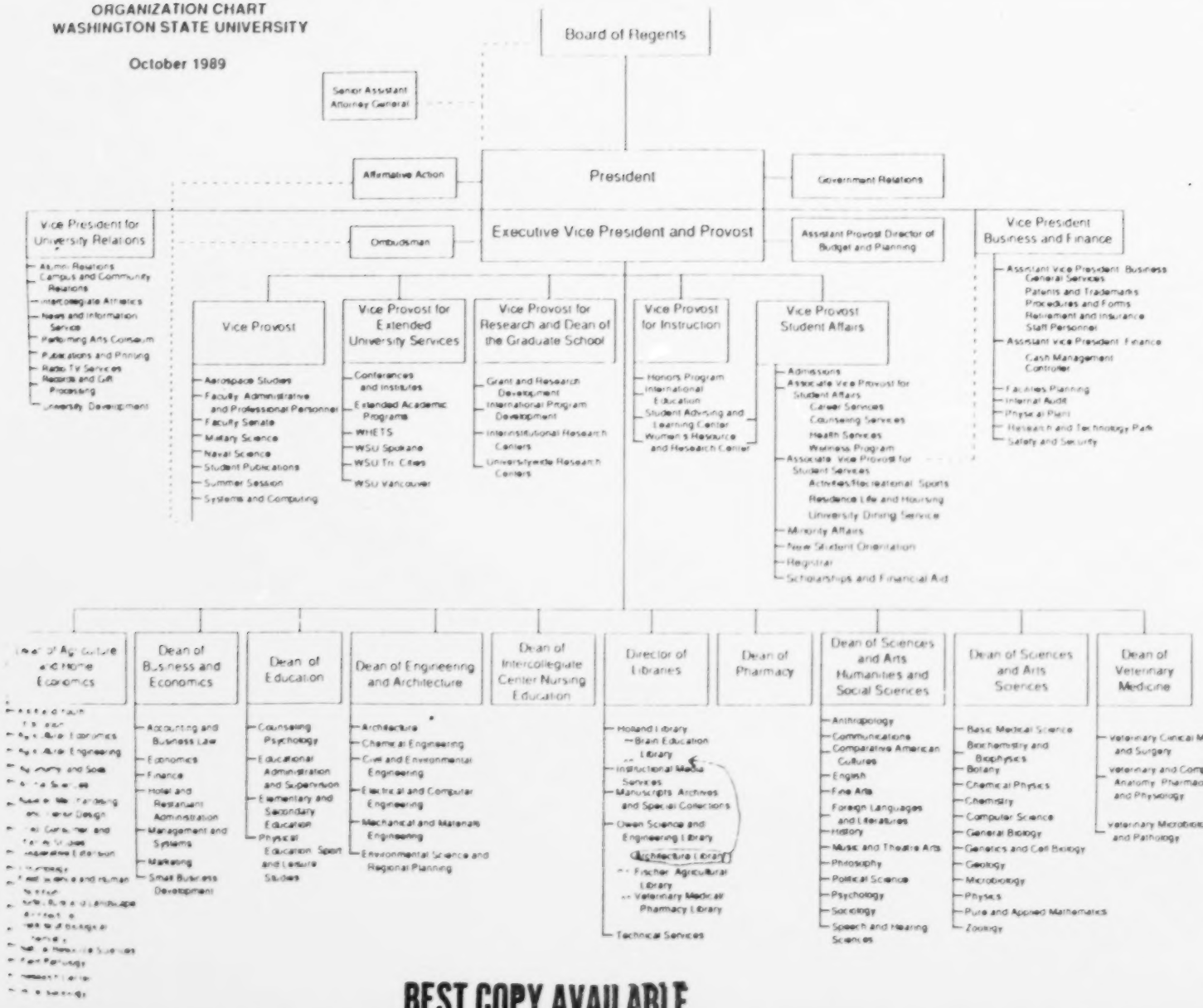
106

AIS-BBH/CHTSC/11-07-88

ORGANIZATION CHART FOR THE WSU LIBRARIES 1/89


Faculty Senate
Senate Library Committee
DIRECTOR OF LIBRARIES
Director's Council*
Most standing groups (see reporting structure in Library Policy & Procedure Manual, Sec. L)
Library Editor
Extended
*Assoc. Director for Administrative Services SYSTEM WIDE: gen. planning, administration of budget, personnel & facilities
Lib Admin Ofc Support Staff
Copy Center
*Asst. Director for Technical Support SYSTEM WIDE: planning & coord. of tech. processing; book budget-monitor expend.
Acquisitions
Serials
Monographic Cataloging
*Head, Hum/Soc Public Svcs. SYSTEM WIDE: coordinate (1) ILL & Circ
Coll. Dev.
Reference
D/B Search
Ser. Record
ILL
Circulation
Microforms
Brain Education Library
Architecture Library
*Head, Owen Science & Engineering Library SYSTEM WIDE: coord. Title XII Intl. Programs, USDA Document (1) Delivery System
Coll. Dev.
Reference
D/B Search
Ser. Record
ILL-USDA Doc Delivery
Centralized svcs. & Circ
Title XII Intl. Prog
Fischer Ag Sci Library
Vet Med/Pharm. Library
TIREC Library
*Director, Instructional Media Services
Media Equip. Svcs
Graphics Prod. Svcs
Media Mtls. Svcs.
*Systems Librarian SYSTEM WIDE: coord & plan automation & D/B searching
Head, Manuscripts, Archives, & Special Collections & FOL
Head, Library User Education Program SYSTEM-WIDE: Coord & plan user education
Head, Multi-Campus Library Services SYSTEM-WIDE: coord & plan multi-campus lib. services
Spokane
Vancouver
Tri-Cities

[1]The Mathematics Departmental Library and the Kemble Stout Music Listening Lab contain books and journals owned and processed by the Libraries, but the personnel are paid by, and report to, the respective teaching departments. The Math Library will be moved to, and be under the administration of, the Owen Science and Engineering Library in the next few years. Liaison with the WSU Libraries is: Mathematics Departmental Library -- Owen Science and Engineering Library, Kemble Stout Music Listening Lab -- Humanities/Social Sciences Public Services.



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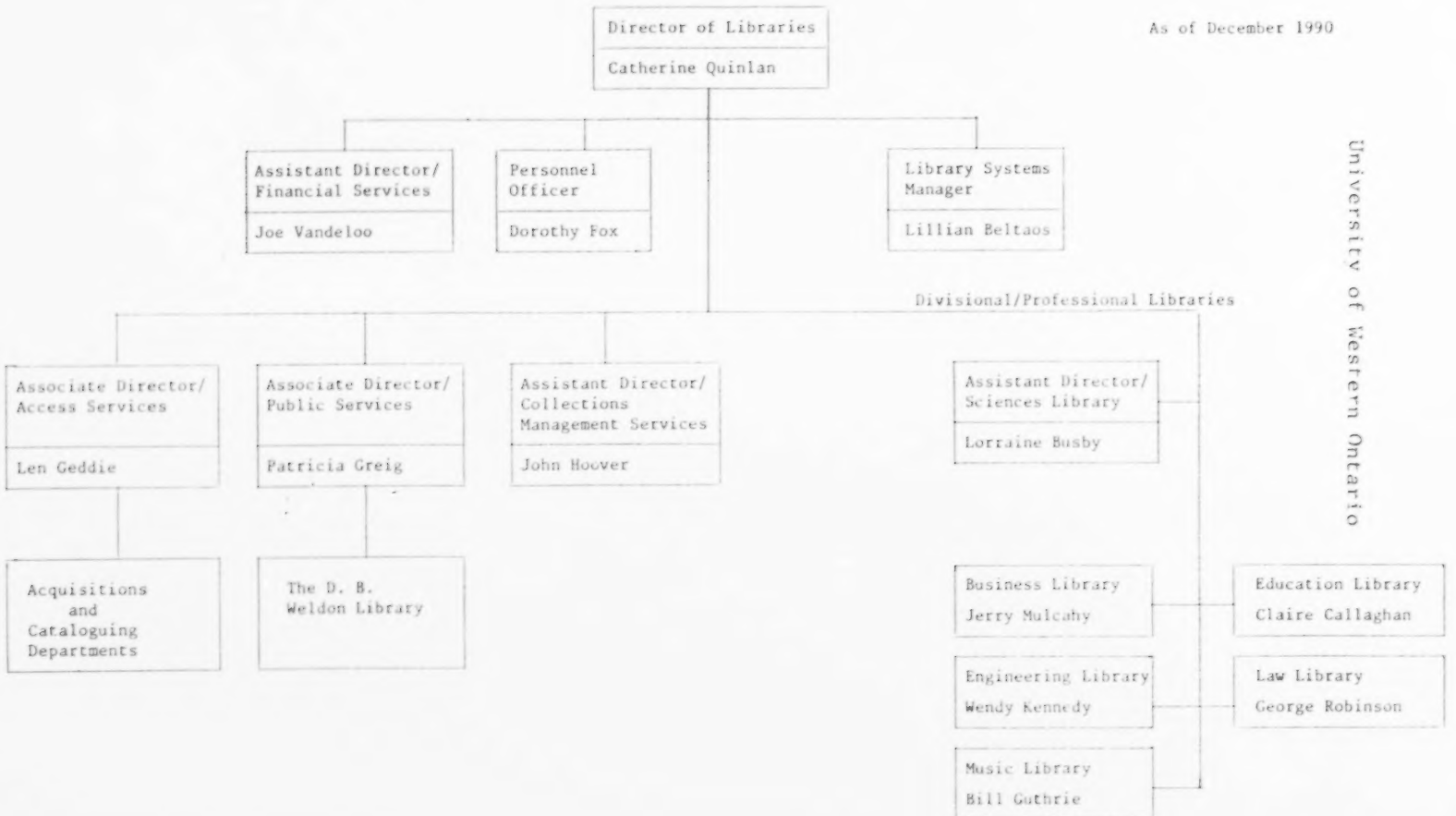
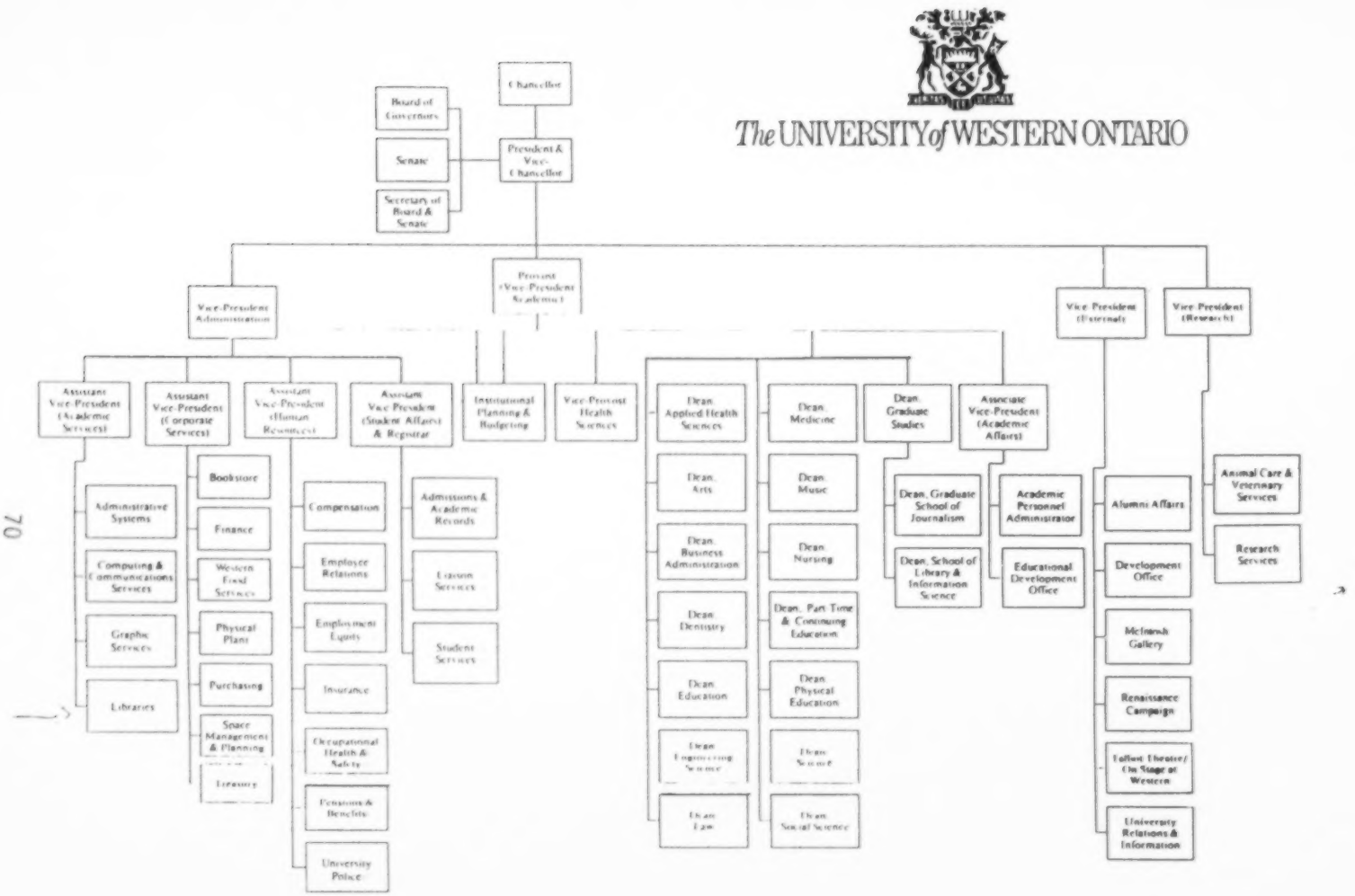
As of December 1990

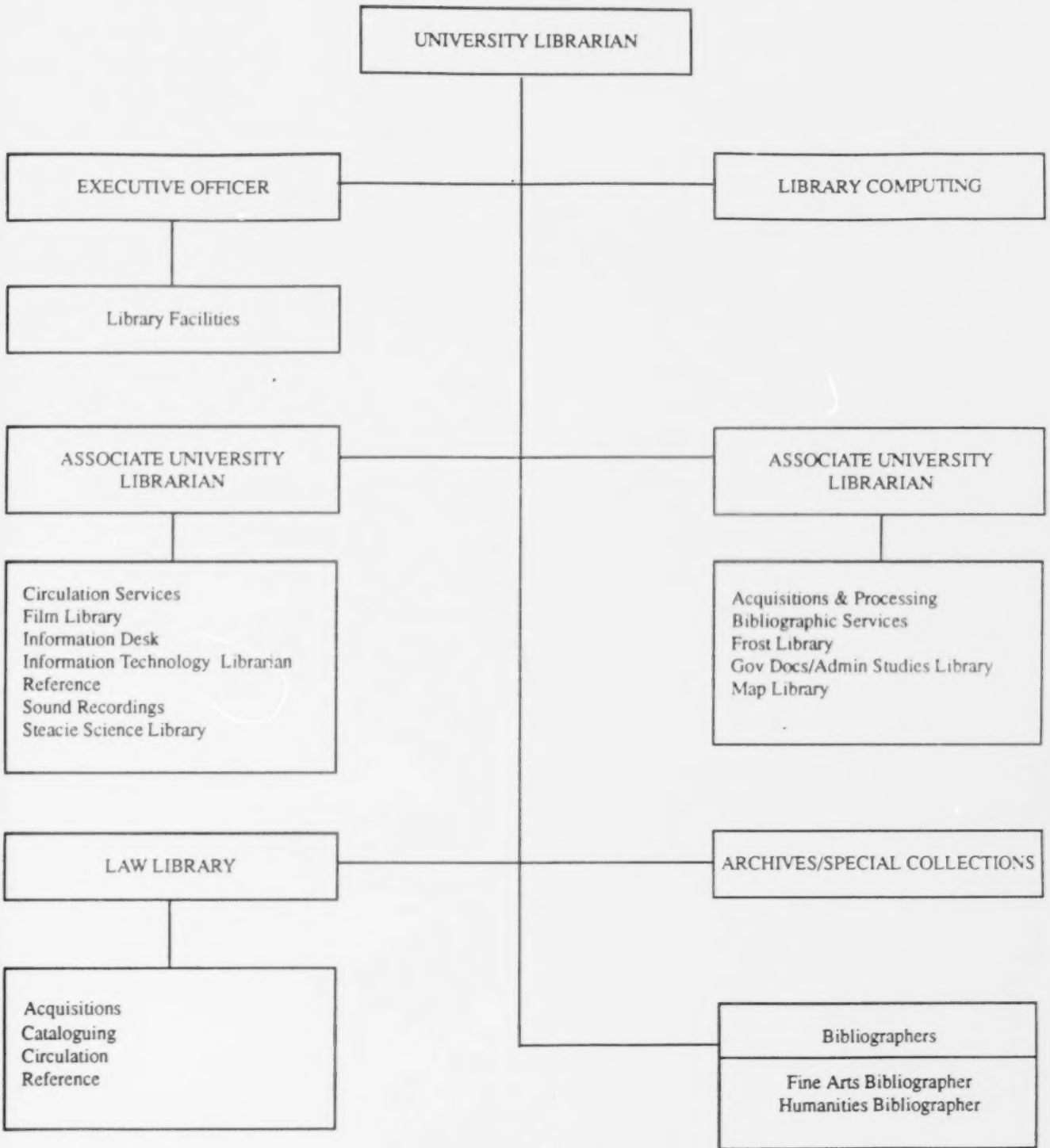



The UNIVERSITY of WESTERN ONTARIO
Chancellor
Board of Governors
Senate
Secretary of Board & Senate
President & Vice-Chancellor
Provost (Vice-President Academic)
Vice-President Administration
Vice President (External)
Vice President (Research)
Assistant Vice-President (Academic Services)
Assistant Vice-President (Corporate Services)
Assistant Vice-President (Human Resources)
Assistant Vice President (Student Affairs) & Registrar
Institutional Planning & Budgeting
Vice-Provost Health Sciences
Dean, Applied Health Sciences
Dean, Arts
Dean, Business Administration
Dean, Dentistry
Dean, Education
Dean, Engineering Science
Dean, Law
Dean, Medicine
Dean, Music
Dean, Nursing
Dean, Part Time & Continuing Education
Dean, Physical Education
Dean, Science
Dean, Social Science
Dean, Graduate Studies
Dean, Graduate School of Journalism
Dean, School of Library & Information Science
Associate Vice-President (Academic Affairs)
Academic Personnel Administrator
Educational Development Office
Administrative Systems
Computing & Communications Services
Graphic Services
Libraries
Bookstore
Finance
Western Food Services
Physical Plant
Purchasing
Space Management & Planning
Treasury
Compensation
Employee Relations
Employment Equity
Insurance
Occupational Health & Safety
Pensions & Benefits
University Police
Admissions & Academic Records
Liaison Services
Student Services
Alumni Affairs
Development Office
McIntosh Gallery
Renaissance Campaign
Talbot Theatre/ The Stage at Western
University Relations & Information
Animal Care & Veterinary Services
Research Services

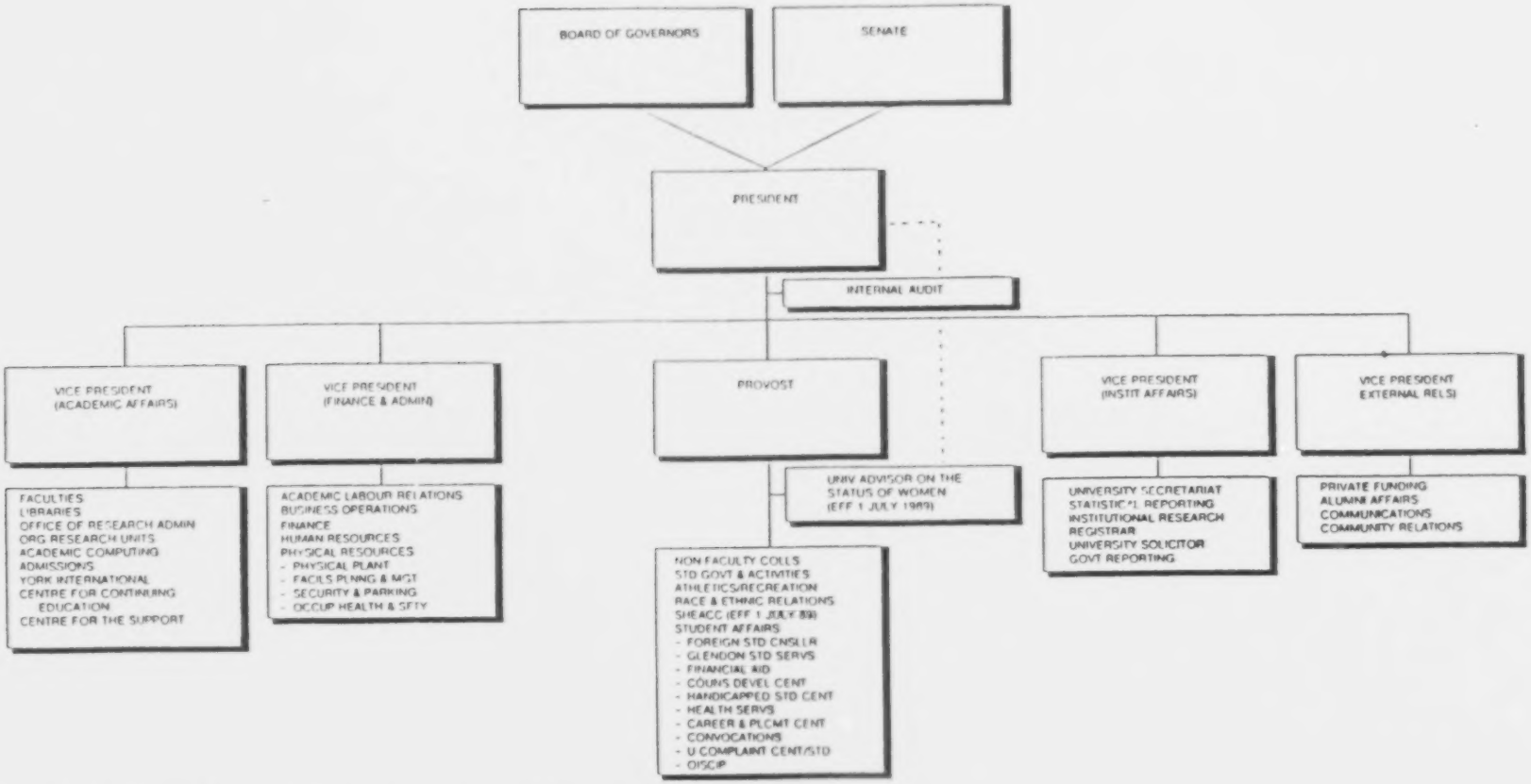
YORK UNIVERSITY LIBRARIES

ORGANIZATION CHARTS

as of September 1, 1990



ORGANIZATIONAL STRUCTURE



NOTE: For easy reference to the offices listed below each Vice President, please consult the departmental listings in this directory.

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